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CITY OF WINTERS

**ECONOMIC DEVELOPMENT OF
WINTERS' DOWNTOWN AREA**

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**VOLUME 2
TECHNICAL SUPPLEMENT**

**ZEPHYR ASSOCIATES
Sacramento, California**

August, 1990



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ZEPHYR ASSOCIATES

ECONOMICS * DEVELOPMENT * MANAGEMENT

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August 17, 1990

Glenn J. Valenzuela
Community Development Director
318 First Street
Winters, CA 95694

Re: FINAL REPORT: Economic Development of the Winters' Downtown Area, VOLUME 2, Technical Supplement

Dear Mr. Valenzuela:

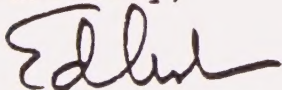
Enclosed is VOLUME 2 of the Final Report for the Economic Development of the Winters' Downtown Area.

The significant pending residential development of an additional 3,400 dwelling units must be considered in this economic assessment and in the establishment of economic revitalization goals. We have addressed this specifically in the Volume 3, the Commercial Market Report.

We appreciate the assistance of the members of the Winters' City Council, Planning Commission and City Staff in the accomplishment of this draft report. Most of all, we appreciate the participation of members of the Winters' business community.

This report is intended to be the beginning of the transition and revitalization of the Winters' Downtown Area.

Sincerely,



Ed Astone
Project Consultant

**THE ECONOMIC DEVELOPMENT OF
THE WINTERS' DOWNTOWN AREA**

**VOLUME 2
TECHNICAL SUPPLEMENT**

BY

**ZEPHYR ASSOCIATES
P.O. BOX 160422
SACRAMENTO, CA 95816
(916-484-6457)**

in association with

**Economic Development Services
1024 F Street
Sacramento, CA 95814
(916-441-0323)**

**Ken Marr, Structural Engineer
6310 Rio Bonito Drive
Carmichael, CA 95825**

August, 1990

ACKNOWLEDGEMENTS

CITY COUNCIL

Robert Chapman, Mayor
Roger Mosier, Mayor Pro Tem
Frank Curry
Bill Pfanner
Woody Fridae

FORMER COUNCIL MEMBERS

Joe Ogando
Bob Harris

PLANNING COMMISSION

Marion Cantor, Chairperson
George Sanders
Gayle Todd
Bill Cody
Dave Cummings
Pat Riley

CITY MANAGEMENT STAFF

Perry Peck, City Manager
Glenn Valenzuela, Director of Community Development
Jon Robinson, Senior Planning Intern
Joan Thissell, Building Inspector

WINTERS CHAMBER OF COMMERCE BOARD OF DIRECTORS

Jessica Kilkenny, President	Chris Jones	Bill Nichols
Gary Bertagnolli	Darline Kovach	Karen Ogando
Henry Clayton	Gloria Marion	Cecil Padilla
Dave Cummings	Nanci Mills	Judy Spinetti

INTERVIEWEES

Those interviewed during this study process are listed in Appendix B.

PREFACE

This is Volume 2, Technical Supplement for the Program for the Economic Development of Winters' Downtown Area report.

Volume 1 is the Program for the Economic Development of Winters' Downtown, and Volume 3 is the Commercial Market Report for the Winters' Market Trade Area.

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VOLUME 3

WINTERS COMMERCIAL MARKET REPORT

SECTION 1. INTRODUCTION

Nestled in the foothills of the Vaca Mountain Range, the geographic location of Winters renders itself accessible via I-505 which connects with I-80, ten miles to the south and with I-5, twenty-five miles to the north.

The town has grown from a 1950 population of 1265 (3.1% of Yolo County population), to an estimated 1990 population of 4508 (2.9% of Yolo County population).

The City has been experiencing significant development pressures which prompted the City Council to adopt a building moratorium until such time as the general plan update was completed. This is now scheduled for February, 1991.

There are approximately 3,400 new dwelling units in the planning development process awaiting the end of the building moratorium. If all of these units are built and occupied there would be an increase of 9,500 residents.

The City applied for and received a planning grant from the California Community Development Department, Block Grant Program to study the constraints and opportunities associated with the economic development of Winters' downtown area.

The Consultant Team for the Winters' Downtown Economic Development Study was comprised of experienced consultants who have specialized in commercial or downtown revitalization/redevelopment planning and implementation.

Team members were as follows:

- Ed Astone.....Project Manager
Zephyr Associates, Sacramento
- Wayne Schell/Jim King.....Associate Consultants
Economic Development Services
- Ken Marr.....Structural Engineer

The City of Winters asked for specific information and specific questions in the RFP.

How will the Central Business Area be studied incorporating the following specific elements setting the stage for additional revenue and redevelopment and recommendations regarding the expansion of employment opportunities for low and very low income Winters' residents.

In order to properly address the City's needs, Zephyr divided the project into the following specific but related planning elements:

- A. Land Use Analysis
- B. Market Analysis
- C. Seismic Structure
- D. Economic Analysis
- E. Economic Revitalization Goals
- F. Implementation

Project Methodology:

The project methodology employed in Winters was similar to that used in the economic development and revitalization planning of similar communities, adapted to suit the Winters planning aspirations.

There were numerous meetings with City Staff and with members of the Chamber of Commerce, along with an extensive interview process which included approximately 40 members of the Winters business and governmental community.

FINAL REPORT

The final report is presented in three volumes:

- | | |
|----------|---|
| Volume 1 | Economic Development Program for Winters' Downtown Area |
| Volume 2 | Economic Development Program Technical Supplement for Winters Downtown Area |
| Volume 3 | Winters Commercial Market Report |

Volume 1 is the program with Volume 2 being the Appendix (technical supplement) for the first volume. There will be the need to use the commercial market report separately and it has been presented in its entirety as Volume 3.

This is Volume 2 and included are the various support data and information for Volume 1 and Volume 3.

APPENDIX A

WINTERS INFORMATIONAL ITEMS

Five Planning Areas

City of Winters Central Business District Consumer Survey

Final Report Development Impact Fee Study

Revenue Distribution

General Plan Update

Correspondence, re: Mary Martin, property owner, 41, 43, 47, Main and 307 Main Street

MAP -Rancho De Los Putas

Central Business Area Plan

Winters' Express

Interview Outline, City of Winters

Fairbank, Bregman & Maulin, Inc. Winters' Study

Draft General Plan, City of Winters, February 1990

Architectural Character Study

Zoning and Land Development

Pacific Bell - Yolo County

MAP - City of Winters

MAP - City of Winters (Blueprint)

City Ordinance 85-03: Establishing a Historical Preservation Commission and Procedures for Designating and Protecting Historical Landmarks and Historical Districts

City Ordinance 88-03: Amendment to Article 7: Relating to the Historic Preservation Commission and Providing of the Winters Planning Commission to Assume the Duties

City Ordinance 88-08: Establishing a Historical Preservation Commission and Procedures for Designating and Protecting Historical Landmarks and Districts

APPENDIX B

INTERVIEWS

Chris Jones, Owner-Florist

John Greenwood, Former Merchant

Jessica Kilkenny, Manager-First Northern Bank

John Pickerel, Owner-Buckhorn Restaurant

Charley Martin, Realtor

Bill Nichols, Manager-Bank of America

Darlene Kovach, Owner-Pizza Factory

Vince Schwent, Real Estate Broker, Commercial Property Owner

George Sanders, Planning Commissioner, Owner-Good Stuff

Gloria Marion, Winters Chamber of Commerce Staff

Tim Ireland, Real Estate Broker

Gayle Todd, Planning Commissioner

Anna Pierbolt, Winters Express

Rudy Valencia, Owner-Tienda Delicious

Charles Wallace, Owner-Winters Express

Clay Johnson, Building Designer

Elliot Landes, Owner-

Ray Valencia, Tienda Delicious

Nanci Mills, City Clerk

Martin Vandenberghe, Commercial/Residential Property Owner/Developer

Mike Kimes, Ace Hardware

Gary Bertagnolli, Eagle Drug

Anna/Tom Peirbolt, Winters Nursery

Manual Tortosa, Century 21 Realty

Sharon Burkhardt, True-Value Hardware

Barbi Ferguson, Barbi's Beauty Barn

Howard Hupe, Winters' Community Theater Group

Bill Maier, Maier's T.V.

Marty Mariani, Mariani Nuts

Noel Manners, Winters' Bike Shop

Amelia Hutchinson, Public Works Coordinator, City of Winters

Jon Robinson, City of Winters

APPENDIX C.

INTERVIEW COMMENTS

1. **What are the existing economic conditions in the City of Winters, from your perspective, including employment and retailing? And Why?**

- Steady but not enough business to show any growth
- No increase since moratorium went in approximately two years ago
- Business throughout town is steady but no real growth
- Not enough sales, not as strong as it used to be
- New people are conditioned to malls and shopping centers
- Dreadful
- Positive decisions are hard for the City Council, Planning Commission and the City Management to make
- Retail Sales leakage is increasing rapidly
- Prices too high along with bad attitudes by many of the downtown merchants
- At least one of the existing downtown merchants knows how to merchandise and their sales show it
- Thank goodness for the two destination restaurants
- Struggling
- Not enough volume of sales because there is not enough customer traffic
- Business owners need to get involved in the community (service clubs)
- Run-down
- Insufficient employment
- Leakage because local prices are too high and selection too limited
- Existing businesses are not competitive
- Improving..a few years ago, downtown was losing businesses on Main St.. Now businesses are doing better
- Good local support
- Employment is out of town, even teenagers would rather work out of town than be seen working locally
- Could support two markets
- Small department store could survive
- No operational guidelines for City Manager
- Hard to rent space
- Merchants need sales for outside of Winters to make it
- Rents at \$.50/sf
- Insufficient variety
- Slow but steadily improving
- Slowly growing-Five years ago, 50% vacancy, now only vacancies are in structural buildings
- Improving from a poor base
- Majority of work force is employed out of town
- Ethnic make-up is changing
- Struggling
- Insufficient customer base for merchants to "stock up and stay fresh"
- Came out of an economic dip that was scary and people are still concerned

2. What are the current strengths of Downtown Winters?

- Only shopping area in town
- Convenience
- Putah Creek Cafe & Buckhorn Restaurant (brings in people)
- Its charm
- One of the few remaining generally unchanged Main Streets
- Charming character-should be like St. Helena
- Old image
- Buckhorn (mentioned repeatedly)
- Loop road
- Smallness
- Friendly atmosphere
- People know each other
- Service
- Downtown offices
- Image
- Downtown that has been preserved
- Appearance-fits the mode of save the earth
- Unofficially historic
- Halfway charming
- Historical
- Not really played up enough
- Businesses bailed out over 5 years ago...it has never been the same
- Friendliness
- Old building charm
- Country look
- Merchants themselves
- Friendly feeling the old customers get when they go into a shop
- Downtown's charm is in the causeless

3. What are the current shortcomings of Downtown Winters?

- Business owners that want out, just close their doors rather than sell their business so as to maintain a business at that location
- Need more clothing stores and more retailing in general
- Only a few of the barrels for flowers are maintained
- Property owners do not see it as an asset to maintain the exterior appearance of their buildings
- Not a cohesive organization to lead business promotions-poorly funded and some of the downtown people do not want to deal with the Chamber of Commerce
- An insufficient draw by the downtown businesses
- Too much non-retailing (offices) on Main Street where stores should be.
- Lack of funding for building renovations
- Peoples attitudes: some old, some new but generally a lack of enthusiasm
- Insufficient people to support the existing businesses
- Needs beautifying
- Competition from bigger (out of town) stores
- Variety (lack thereof) of goods sold
- Parking, particularly if growing
- Structural condition of some of the buildings
- Peoples attitudes

- Could be full of businesses if not for the attitude of the City Council's regarding parking
- Nothing happens
- Insufficient retail space (mentioned repeatedly)
- Economics are not there for upgrading the buildings with structural problems
- Permit processing by the City (local government needs to learn how to be a government)
- Parking not properly used by general public
- Lack of signage for public parking
- City should not charge an in lieu fee for parking. The City should build public parking
- No entryways
- Not the same level of friendliness with new customers as the old ones
- Provençal...also a strength
- Casualness is also seen as a weakness
- Winters is perceived as a slow bloomer....not like Davis or Woodland
- Inconsistent hours of operation

4. Based on the expected development of approximately 3,400 new dwelling units and an expected Citywide population in the neighborhood of 12,000-15,000, what should happen to the downtown area?

- The vacant land along Railroad Avenue should be developed
- Require that the property owners fix-up and lease up their properties in the downtown area.
- Fill the shopping needs of the community
- Need some assurances for downtown development
- Supportable businesses
- Grant for structural stabilization of unreinforced masonry buildings
- Weekend traffic support retailing being opened on Sundays
- Old Sacramento type concept
- Need cultural center on some of the Railroad Avenue property
- Minimum of 5 years for growth depending on the mood of the City
- Parking and landscaping
- Downtown strengthened before the shopping centers
- Need bikepath from Davis to Winters
- Growth first then development
- Parking
- More commercial space
- Contain the development
- Parking to the rear of the buildings
- When fire station relocates, that space should become public parking with a walkway through ~~at~~ vacant lot to Main Street
- Highway commercial needs to be controlled and uses that can and should be downtown should not be permitted in the highway commercial area
- Non-retail should be upstairs and not at street level, but that will require an efficient elevator in each of the buildings
- If nothing is done by the City to control, downtown will be left behind
- Railroad property should be developed with downtown type buildings with parking behind the buildings
- Need the old style lamp posts
- Cultural center to go along with the community center (an expanded adult education program)
- A concern for downtown aesthetics....aesthetics is the key to image....and is the key to the strength of downtown

5. Based on the growth mentioned in #4, what should happen to other areas of the City regarding commercial development?

- Emphasize freeway commercial within the City limits so that City will be able to obtain the sales tax revenues along with the property taxes from the development
- There are enough people in the market area for additional strip commercial
- Control the amount of retailing allowed outside of the downtown area
- Need job generating businesses
- Whether we want them or not, shopping centers and strip centers are going to happen
- North Area Specific Plan should be implemented
- Downtown development should not be a priority...the growth items should such as drainage and schools
- Prevent outside shopping centers from being developed
- Controls by the City for developing downtown first, then shopping centers along #128
- The general plan that is being discussed supports the downtown area
- One major shopping center, near freeway on approximately 15 acres
- More business is good
- City should not permit any home work stations....they should be located in the downtown business district
- With population increases, the downtown can develop filled with boutiques and restaurants
- No commercial space beyond Grant

6. Any other thoughts about the Downtown Winters' Area?

- Need a City Council, a Planning Commission and a City Management Staff that want to see the City grow even though the residents voted 3 to 1 for no limited growth
- It will take 15 years for Winters to grow to the 14,000-15,000 population range
- Strengthen the Chamber of Commerce (mentioned repeatedly)
- It will take 5-10 years to accomplish the anticipated growth
- Every business should be open; there should be no vacancies; and there should be no non-retailing
- Vacant land along Railroad Avenue should be improved for parking and new commercial space should be developed before any strip commercial is developed
- Elderly are living on fixed incomes, cannot shop out of town, so they must suffer with local prices
- Downtown cannot afford any cap on development rate of growth
- No leap frog development in the north area
- City is planning on spending far beyond its capacity to afford
- Need motel and hall for rent
- Entertainment for the kids
- Railroad Avenue property: rest areas for the travelers and shoppers
- trees along with some commercial activity
- Strengthen the Chamber of Commerce
- Attract tourism
- It will take at least 10 years for Winters to reach 14,000 population
- The town will never be developed to 14,000....maybe in 20 years
- Chamber of Commerce must do something for local businesses
- Only 70 Chamber members generating a total budget of \$20,000
- City Council, Planning Commission and City Management must establish downtown as a priority
- Putah Creek Park should be developed including ponding (paddle boats)
- Public swimming pool at community center....would be very popular
- Need to get people out of their cars....need a way for the elderly to get around without driving

APPENDIX D. WINTERS BUSINESS INVENTORY

BUSINESSES BY CATEGORY/ALPHABETICAL
--

APPLIANCES AND APPLIANCE REPAIR

MAIER T.V.
31 MAIN STREET
WINTERS, CA 95694

WESTERN AUTO
22 MAIN STREET
WINTERS, CA 95694

AUTO PARTS

KLOTZ AUTO PARTS
606 RAILROAD AVE
WINTERS, CA 95694

MCCORD AG EQUIPMENT AND SUPPLY
RAILROAD AVENUE
WINTERS, CA 95694

PISANI'S AUTO PARTS
5 ABBEY STREET
WINTERS, CA 95694

AUTO REPAIR, GARAGES

DAVE'S AUTO REPAIR
RAILROAD AVENUE
WINTERS, CA 95694

WINTERS GARAGE
2 RUSSELL STREET
WINTERS, CA 95694

BANKS

BANK OF AMERICA
101 MAIN STREET
WINTERS, CA 95694

FIRST NORTHERN BANK OF DIXON
48 MAIN STREET
WINTERS, CA 95694

BEAUTY SALONS

BARBI'S BEAUTY BARN
7 MAIN STREET
WINTERS, CA 95694

CAMILE'S
19 MAIN STREET
WINTERS, CA 95694

TOWNHOUSE SALON
RAILROAD AVE
WINTERS, CA 95694

BIKE SHOPS

WESTERN AUTO
22 MAIN STREET
WINTERS, CA 95694

WINTERS BIKE SHOP
106 MAIN STREET
WINTERS, CA 95694

BOOKKEEPING SERVICE

BETTY SNOW BOOKKEEPING
112 MAIN STREET
WINTERS, CA 95694

BUTLER BOOKKEEPING
111 MAIN STREET
WINTERS, CA 95694

DRUG STORE

EAGLE DRUG STORE
GRANT AVENUE
WINTERS, CA 95694

DRY CLEANERS & BARBER SHOP

WINTERS DRY CLEANERS & BARBER
7 ABBEY STREET
WINTERS, CA 95694

FAST FOOD/SANDWICHES

DEAN'S FROSTY
GRANT AVENUE & RAILROAD AVENUE
WINTERS, CA 95694

GEORGE'S GOODSTUFF
306 RAILROAD AVENUE
WINTERS, CA 95694

LITTLE CHEF
11 GRANT AVENUE
WINTERS, CA 95694

PIZZA FACTORY
108 MAIN STREET
WINTERS, CA 95694

FLORIST

CHRIS'S FLORIST
9 MAIN STREET
WINTERS, CA 95694

FUNERAL HOME

SMITH'S COLONIAL CHAPEL
14 MAIN STREET
WINTERS, CA 95694

GAS STATIONS

BARBOSA'S MOBIL
400 RAILROAD AVENUE
WINTERS, CA 95694

COURTESY CHEVRON
GRANT AVENUE & HWY 505
WINTERS, CA 95694

EAGLE DRUG
115 EAST GRANT AVE.
WINTERS, CA 95694

ORROICKS OIL CO.
517 RAILROAD AVENUE
WINTERS, CA 95694

PISANI'S
GRANT AVE. & RAILROAD AVE.
WINTERS, CA 95694

THE WINTERS STORE
3 GRANT AVENUE
WINTERS, CA 95694

GLASS, HOME & AUTO

WINTERS GLASS
RAILROAD AVENUE
WINTERS, CA 95694

GRAVEL AND GRADING

ERNIE'S TOP SOIL
ROAD 31
WINTERS, CA 95694

WINTERS AGGREGATE
4499 PUTAH CREEK ROAD
WINTERS, CA 95694

GROCERY STORES

CALIFORNIA MARKET
111 MAIN STREET
WINTERS, CA 95694

LA BODEGA
36 MAIN STREET
WINTERS, CA 95694

THE WINTERS STORE
3 GRANT AVENUE
WINTERS, CA 95694

TOWN AND COUNTRY MARKET
121 GRANT AVENUE
WINTERS, CA 95694

UNITED MARKET
900 GRANT AVENUE
WINTERS, CA 95694

HARDWARE STORES

KIMES HARDWARE
35 MAIN STREET
WINTERS, CA 95694

TRUE VALUE HARDWARE
500 RAILROAD AVENUE
WINTERS, CA 95694

WESTERN AUTO
22 MAIN STREET
WINTERS, CA 95694

HOSPITALS

INTERCOMMUNITY
FAIRFIELD, CA

SUTTER DAVIS
ROAD 99
DAVIS, CA 95616

WOODLAND MEMORIAL
GIBSON ROAD
WOODLAND, CA 95695

YOLO GENERAL
BEAMER AVENUE
WOODLAND, CA 95695

INSURANCE

IRELAND INSURANCE
216 MAIN STREET
WINTERS, CA 95694

LAUNDRY

WINTERS LAUNDRY
211 FIRST STREET
WINTERS, CA 95694

LAWYERS

ANDERSON, HAROLD
10 BAKER STREET
WINTERS, CA 95694

O'DONNELL, HUGH
34 MAIN STREET
WINTERS, CA 95694

WALLACE, JOHN
312 RAILROAD AVENUE
WINTERS, CA 95694

LIQUOR STORES

CALIFORNIA STREET
WINTERS, CA 95694

CODY'S PACKAGE STORE
RAILROAD AVENUE
WINTERS, CA 95694

MASSAGE THERAPY

BARBI'S BEAUTY BARN
7 MAIN STREET
WINTERS, CA 95694

SCHROEDER, LINDA
MAIN STREET
WINTERS, CA 95694

MEDICAL

DAVIS, WILLIAM, M.D.
111 GRANT AVENUE
WINTERS, CA 95694

GEEL, STAN, PHYSICAL THERAPIST
111 GRANT AVENUE
WINTERS, CA 95694

HIRAMATSU, DENNIS, D.D.S.
10 BAKER STREET
WINTERS, CA 95694

RINKLEIB, RANDY, CHIROPRACTOR
MAIN STREET
WINTERS, CA 95694

RON RIESNER, D.D.S.
111 GRANT AVENUE
WINTERS, CA 95694

SYLVESTRI, DR., OPTOMETRIST
MAIN STREET
WINTERS, CA 95694

YOUNG, ERNIE, M.D.
111 GRANT AVENUE
WINTERS, CA 95694

MEDICAL, ANIMAL HEALTHCARE

BREZNOCK, ANN, DVM
HIGHWAY 128
WINTERS, CA 95694

ORCHARD VETERINARY SERVICES
JOHNSON ROAD & PUTAH ROAD
WINTERS, CA 95694

MINI STORAGE

WINTERS MINI STORAGE
GRANT AVENUE
WINTERS, CA 95694

NEWSPAPER

THE WINTERS EXPRESS
312 RAILROAD AVENUE
WINTERS, CA 95694

NURSERIES/PLANTS

CHRIS' FLORIST
9 MAIN STREET
WINTERS, CA 95694

N & C FOLIAGE
1029 RAILROAD AVENUE
WINTERS, CA 95694

WINTERS NURSERY
505 EAST STREET
WINTERS, CA 95694

RESTAURANTS/CAFES

ARNAUD'S BASQUE RESTAURANT
HIGHWAY 128
WINTERS, CA 95694

BUCKHORN, THE
MAIN AT RAILROAD
WINTERS, CA 95694

CHINA DRAGON, THE
MAIN STREET
WINTERS, CA 95694

LOS DOS AMIGOS
4513 PUTAH CREEK ROAD
WINTERS, CA 95694

PIZZA FACTORY
MAIN STREET
WINTERS, CA 95694

PUTAH CREEK CAFE
MAIN AT RAILROAD
WINTERS, CA 95694

PLUMBING/PUMPS

BRUHN & SONS
RAIL ROAD AVENUE
WINTERS, CA 95694

REAL ESTATE

ARROW REALTY
MAIN STREET
WINTERS, CA 95694

BRINLEY'S
MAIN STREET
WINTERS, CA 95694

CENTURY 21/ABC TORTOSA REALTY
600 RAILROAD AVENUE
WINTERS, CA 95694

COLDWELL BANKER/CONNIE BARROW
705 VALLEY OAK DRIVE
WINTERS, CA 95694

FRANK RAMOS REALTY
MAIN STREET
WINTERS, CA 95694

IRELAND AGENCY
MAIN STREET
WINTERS, CA 95694

MARTIN & LARSON REAL ESTATE
MAIN STREET
WINTERS, CA 95694

TEXTILE

WINTERS TEXTILE MILL
WINTERS HIGHWAY
WINTERS, CA 95694

TRAVEL

WINTERS TRAVEL
34 MAIN STREET
WINTERS, CA 95694

VIDEOS

ENCORE VIDEO
9 MAIN STREET
WINTERS, CA 95694

SUNDANCE VIDEOS
100 MAIN STREET
WINTERS, CA 95694

TOWN & COUNTRY MARKET
121 EAST GRANT AVENUE
WINTERS, CA 95694

WOODWORKING

PENMAKERS
ABBAY STREET
WINTERS, CA 95694

WINTERS WOODWORKS
ABBAY STREET
WINTERS, CA 95694

WOOL

WOOL CO-OP
RAILROAD AVENUE
WINTERS, CA 95694

WOOL WAREHOUSE
RAILROAD AVE
WINTERS, CA 95694

BUSINESSES BY ALPHABETICAL ORDER

ANDERSON, HAROLD
10 BAKER STREET
WINTERS, CA 95694

ARNAUD'S BASQUE RESTAURANT
HIGHWAY 128
WINTERS, CA 95694

ARROW REALTY
MAIN STREET
WINTERS, CA 95694

BANK OF AMERICA
101 MAIN STREET
WINTERS, CA 95694

BARBI'S BEAUTY BARN
7 MAIN STREET
WINTERS, CA 95694

BARBOSA'S MOBIL
400 RAILROAD AVENUE
WINTERS, CA 95694

BETTY SNOW BOOKKEEPING
112 MAIN STREET
WINTERS, CA 95694

BREZNOCK, ANN, DVM
HIGHWAY 128
WINTERS, CA 95694

BRINLEY'S
MAIN STREET
WINTERS, CA 95694

BRUHN & SONS
RAIL ROAD AVENUE
WINTERS, CA 95694

BUCKHORN, THE
MAIN AT RAILROAD
WINTERS, CA 95694

BUTLER BOOKKEEPING
111 MAIN STREET
WINTERS, CA 95694

CALIFORNIA STREET
WINTERS, CA 95694

CALIFORNIA MARKET
111 MAIN STREET
WINTERS, CA 95694

CAMILE'S
19 MAIN STREET
WINTERS, CA 95694

CENTURY 21/ABC TORTOSA REALTY
600 RAILROAD AVENUE
WINTERS, CA 95694

CHINA DRAGON, THE
MAIN STREET
WINTERS, CA 95694

CHRIS'S FLORIST
9 MAIN STREET
WINTERS, CA 95694

CODY'S PACKAGE STORE
RAILROAD AVENUE
WINTERS, CA 95694

COLDWELL BANKER/CONNIE BARROW
705 VALLEY OAK DRIVE
WINTERS, CA 95694

COURTESY CHEVRON
GRANT AVENUE & HWY 505
WINTERS, CA 95694

DAVE'S AUTO REPAIR
RAILROAD AVENUE
WINTERS, CA 95694

DAVIS, WILLIAM, M.D.
111 GRANT AVENUE
WINTERS, CA 95694

DEAN'S FROSTY
GRANT AVENUE & RAILROAD AVENUE
WINTERS, CA 95694

EAGLE DRUG
115 EAST GRANT AVE.
WINTERS, CA 95694

ENCORE VIDEO
9 MAIN STREET
WINTERS, CA 95694

ERNIE'S TOP SOIL
ROAD 31
WINTERS, CA 95694

FIRST NORTHERN BANK OF DIXON
48 MAIN STREET
WINTERS, CA 95694

FRANK RAMOS REALTY
MAIN STREET
WINTERS, CA 95694

GEEL, STAN, PHYSICAL THERAPIST
111 GRANT AVENUE
WINTERS, CA 95694

GEORGE'S GOODSTUFF
306 RAILROAD AVENUE
WINTERS, CA 95694

HIRAMATSU, DENNIS, D.D.S.
10 BAKER STREET
WINTERS, CA 95694

INTERCOMMUNITY
FAIRFIELD, CA

IRELAND INSURANCE
216 MAIN STREET
WINTERS, CA 95694

KIMES' HARDWARE
35 MAIN STREET
WINTERS, CA 95694

KLOTZ AUTO PARTS
606 RAILROAD AVE
WINTERS, CA 95694

LA BODEGA
36 MAIN STREET
WINTERS, CA 95694

LITTLE CHEF
11 GRANT AVENUE
WINTERS, CA 95694

LOS DOS AMIGOS
4513 PUTAH CREEK ROAD
WINTERS, CA 95694

MAIER T.V.
31 MAIN STREET
WINTERS, CA 95694

MARTIN & LARSON REAL ESTATE
MAIN STREET
WINTERS, CA 95694

MCCORD AG EQUIPMENT AND SUPPLY
RAILROAD AVENUE
WINTERS, CA 95694

N & C FOLIAGE
1029 RAILROAD AVENUE
WINTERS, CA 95694

O'DONNELL, HUGH
34 MAIN STREET
WINTERS, CA 95694

ORCHARD VETERINARY SERVICES
JOHNSON ROAD & PUTAH ROAD
WINTERS, CA 95694

ORROICKS OIL CO.
517 RAILROAD AVENUE
WINTERS, CA 95694

PENMAKERS
ABBAY STREET
WINTERS, CA 95694

PISANI'S
GRANT AVE. & RAILROAD AVE.
WINTERS, CA 95694

PISANI'S AUTO PARTS
5 ABBAY STREET
WINTERS, CA 95694

PIZZA FACTORY
108 MAIN STREET
WINTERS, CA 95694

PUTAH CREEK CAFE
MAIN AT RAILROAD
WINTERS, CA 95694

RINKLEIB, RANDY, CHIROPRACTOR
MAIN STREET
WINTERS, CA 95694

RON RIESNER, D.D.S.
111 GRANT AVENUE
WINTERS, CA 95694

SCHROEDER, LINDA
MAIN STREET
WINTERS, CA 95694

SMITH'S COLONIAL CHAPEL
14 MAIN STREET
WINTERS, CA 95694

SUNDANCE VIDEOS
100 MAIN STREET
WINTERS, CA 95694

SUTTER DAVIS
ROAD 99
DAVIS, CA 95616

SYLVESTRI, DR., OPTOMETRIST
MAIN STREET
WINTERS, CA 95694

TOWN & COUNTRY MARKET
121 EAST GRANT AVENUE
WINTERS, CA 95694

TOWNHOUSE SALON
RAILROAD AVE
WINTERS, CA 95694

TRUE VALUE HARDWARE
500 RAILROAD AVENUE
WINTERS, CA 95694

UNITED MARKET
900 GRANT AVENUE
WINTERS, CA 95694

WALLACE, JOHN
ATTORNEY
312 RAILROAD AVENUE
WINTERS, CA 95694

WESTERN AUTO
22 MAIN STREET
WINTERS, CA 95694

WINTERS AGGREGATE
4499 PUTAH CREEK ROAD
WINTERS, CA 95694

WINTERS BIKE SHOP
106 MAIN STREET
WINTERS, CA 95694

WINTERS DRY CLEANERS & BARBER
7 ABBEY STREET
WINTERS, CA 95694

WINTERS EXPRESS
312 RAILROAD AVENUE
WINTERS, CA 95694

WINTERS GARAGE
2 RUSSELL STREET
WINTERS, CA 95694

WINTERS GLASS :
RAILROAD AVENUE
WINTERS, CA 95694

WINTERS LAUNDRY
211 FIRST STREET
WINTERS, CA 95694

WINTERS MINI STORAGE
GRANT AVENUE
WINTERS, CA 95694

WINTERS NURSERY
505 EAST STREET
WINTERS, CA 95694

WINTERS STORE
3 GRANT AVENUE
WINTERS, CA 95694

WINTERS TEXTILE MILL
WINTERS HIGHWAY
WINTERS, CA 95694

WINTERS TRAVEL
34 MAIN STREET
WINTERS, CA 95694

WINTERS WOODWORKS
ABBAY STREET
WINTERS, CA 95694

WOODLAND MEMORIAL
GIBSON ROAD
WOODLAND, CA 95695

WOOL CO-OP
RAILROAD AVENUE
WINTERS, CA 95694

WOOL WAREHOUSE
RAILROAD AVE
WINTERS, CA 95694

YOLO GENERAL
BEAMER AVENUE
WOODLAND, CA 95695

YOUNG, ERNIE, M.D.
111 GRANT AVENUE
WINTERS, CA 95694

BUSINESSES BY STREET ADDRESS

PENMAKERS
ABBAY STREET
WINTERS, CA 95694

WINTERS WOODWORKS
ABBAY STREET
WINTERS, CA 95694

PISANI'S AUTO PARTS
5 ABBAY STREET
WINTERS, CA 95694

WINTERS DRY CLEANERS & BARBER
7 ABBAY STREET
WINTERS, CA 95694

YOLO GENERAL
170 W.BEAMER AVENUE
WOODLAND, CA 95695

HIRAMATSU, DENNIS, D.D.S.
10 BAKER STREET
WINTERS, CA 95694

ANDERSON, HAROLD
10 BAKER STREET
WINTERS, CA 95694

INTERCOMMUNITY
FAIRFIELD, CA

WOOL WAREHOUSE
6 E. MAIN
WINTERS, CA 95694

WOOL CO-OP
9 E. MAIN
WINTERS, CA 95694

EAGLE DRUG
115 EAST GRANT AVE.
WINTERS, CA 95694

WINTERS NURSERY
505 EAST STREET
WINTERS, CA 95694

WINTERS LAUNDRY
211 FIRST STREET
WINTERS, CA 95694

PISANI'S
GRANT AVE. & RAILROAD AVE.
WINTERS, CA 95694

COURTESY CHEVRON
GRANT AVENUE & HWY 505
WINTERS, CA 95694

WINTERS MINI STORAGE
GRANT AVENUE
WINTERS, CA 95694

THE WINTERS STORE
3 GRANT AVENUE
WINTERS, CA 95694

LITTLE CHEF
11 GRANT AVENUE
WINTERS, CA 95694

DAVIS, WILLIAM, M.D.
111 GRANT AVENUE
WINTERS, CA 95694

GEEL, STAN, PHYSICAL THERAPIST
111 GRANT AVENUE
WINTERS, CA 95694

RON RIESNER, D.D.S.
111 GRANT AVENUE
WINTERS, CA 95694

YOUNG, ERNIE, M.D.
111 GRANT AVENUE
WINTERS, CA 95694

TOWN AND COUNTRY MARKET
121 GRANT AVENUE
WINTERS, CA 95694

UNITED MARKET
900 GRANT AVENUE
WINTERS, CA 95694

BREZNOCK, ANN, DVM
HIGHWAY 128
WINTERS, CA 95694

ARNAUD'S BASQUE RESTAURANT
HIGHWAY 128
WINTERS, CA 95694

ORCHARD VETERINARY SERVICES
9253 JOHNSON ROAD
WINTERS, CA 95694

SCHROEDER, LINDA
MAIN STREET
WINTERS, CA 95694

BRINLEY'S
MAIN STREET
WINTERS, CA 95694

BARBI'S BEAUTY BARN
7 MAIN STREET
WINTERS, CA 95694

ENCORE VIDEO
9 MAIN STREET
WINTERS, CA 95694

CHRIS' FLORIST
9 MAIN STREET
WINTERS, CA 95694

MARTIN & LARSON REAL ESTATE
10 MAIN STREET
WINTERS, CA 95694

SMITH'S COLONIAL CHAPEL
14 MAIN STREET
WINTERS, CA 95694

SYLVESTRI, DR., OPTOMETRIST
23 MAIN STREET
WINTERS, CA 95694

CAMILE'S
19 MAIN STREET
WINTERS, CA 95694

WESTERN AUTO
22 MAIN STREET
WINTERS, CA 95694

FRANK RAMOS REALTY
23 MAIN STREET
WINTERS, CA 95694

MAIER T.V.
31 MAIN STREET
WINTERS, CA 95694

O'DONNELL, HUGH
34 MAIN STREET
WINTERS, CA 95694

WINTERS TRAVEL
34 MAIN STREET
WINTERS, CA 95694

KIMES HARDWARE
35 MAIN STREET
WINTERS, CA 95694

LA BODEGA
36 MAIN STREET
WINTERS, CA 95694

FIRST NORTHERN BANK OF DIXON
48 MAIN STREET
WINTERS, CA 95694

SUNDANCE VIDEOS
100 MAIN STREET
WINTERS, CA 95694

BANK OF AMERICA
101 MAIN STREET
WINTERS, CA 95694

CHINA DRAGON
104 MAIN STREET
WINTERS, CA 95694

WINTERS BIKE SHOP
106 MAIN STREET
WINTERS, CA 95694

RINKLEIB, RANDY, CHIROPRACTOR
107 MAIN STREET
WINTERS, CA 95694

PIZZA FACTORY
108 MAIN STREET
WINTERS, CA 95694

BUTLER BOOKKEEPING
111 MAIN STREET
WINTERS, CA 95694

CALIFORNIA MARKET
111 MAIN STREET
WINTERS, CA 95694

BETTY SNOW BOOKKEEPING
112 MAIN STREET
WINTERS, CA 95694

ARROW REALTY
119 MAIN STREET
WINTERS, CA 95694

IRELAND INSURANCE
216 MAIN STREET
WINTERS, CA 95694

WINTERS AGGREGATE
4499 PUTAH CREEK ROAD
WINTERS, CA 95694

LOS DOS AMIGOS
4513 PUTAH CREEK ROAD
WINTERS, CA 95694

BRUHN & SONS
820 RAIL ROAD AVENUE
WINTERS, CA 95694

MCCORD AG EQUIPMENT AND SUPPLY
RAILROAD AVENUE
WINTERS, CA 95694

TOWNHOUSE SALON
RAILROAD AVE
WINTERS, CA 95694

DAVE'S AUTO REPAIR
RAILROAD AVENUE
WINTERS, CA 95694

BUCKHORN
210 RAILROAD
WINTERS, CA 95694

PUTAH CREEK CAFE
210 RAILROAD
WINTERS, CA 95694

GEORGE'S GOODSTUFF
306 RAILROAD AVENUE
WINTERS, CA 95694

WINTERS GLASS
308 RAILROAD AVENUE
WINTERS, CA 95694

WINTERS EXPRESS
312 RAILROAD AVENUE
WINTERS, CA 95694

JOHN WALLACE, ATTORNEY
312 RAILROAD AVENUE
WINTERS, CA 95694

CODY'S PACKAGE STORE
314 RAILROAD AVENUE
WINTERS, CA 95694

BARBOSA'S MOBIL
400 RAILROAD AVENUE
WINTERS, CA 95694

TRUE VALUE HARDWARE
500 RAILROAD AVENUE
WINTERS, CA 95694

ORROICKS OIL CO.
517 RAILROAD AVENUE
WINTERS, CA 95694

CENTURY 21/ABC TORTOSA REALTY
600 RAILROAD AVENUE
WINTERS, CA 95694

KLOTZ AUTO PARTS
606 RAILROAD AVE
WINTERS, CA 95694

DEAN'S FROSTY
613 RAILROAD AVENUE
WINTERS, CA 95694

N & C FOLIAGE
1029 RAILROAD AVENUE
WINTERS, CA 95694

ERNIE'S TOP SOIL
ROAD 31
WINTERS, CA 95694

SUTTER DAVIS
ROAD 99
DAVIS, CA 95616

WOODLAND MEMORIAL
GIBSON ROAD
WOODLAND, CA 95695

WINTERS GARAGE
2 RUSSELL STREET
WINTERS, CA 95694

COLDWELL BANKER/CONNIE BARROW
705 VALLEY OAK DRIVE
WINTERS, CA 95694

WINTERS TEXTILE MILL
WINTERS HIGHWAY
WINTERS, CA 95694

APPENDIX E
WINTERS CHAMBER OF COMMERCE
RURAL ECONOMIC DEVELOPMENT GRANT APPLICATION

Attachment A

COVER PAGE

Applicant: Winters Chamber of Commerce
Address: 9 1/2 Main Street
City: Winters, CA Zip Code: 95694
Contact Person: Jessica Kilkenny 795-4501 / Ed Astone 484-6457
Title: President, Winters Chamber of Commerce / Consultant
Telephone: 795-2329 (Chamber) Federal Employer I.D. #: YT94-2184677

 public agency (special districts and local authorities)

 X nonprofit organization city county

If a nonprofit, please provide evidence -- such as a mission statement or articles of incorporation -- that the organization is principally involved in economic development.

Type of Project: Business enhancement through strengthening the business organization; business retention; business recruitment.

Impact Area: City of Winters; Yolo County

Total Budget: \$ 88,300

Total Grant Request: \$ 48,150

Legislative Representatives:

Member of the Assembly
District Number: 8
Name: Beverly Hansen
Address: Room 3151, State Capitol
City: Sacramento, CA
Zip Code: 95814

State Senator
District Number: 1
Name: John Doolittle
Address: Room 5087, State Capitol
City: Sacramento, CA
Zip Code: 95814

BUDGET

Sources of Funds

<u>Uses of Funds</u>	<u>Competitive Grant</u>	<u>Other:</u>	<u>Total</u>
Personnel*	\$ 8,335	\$ 6,000	\$ 14,335
Fringe Benefits	915		915
Travel	—		
Equipment	—		
Operating Costs	2,400	2,500	4,900
Consulting Services	26,000		26,000
Printing	3,000	1,650	4,650
Grant Administration (limited to 15% of total grant award)	7,500		7,500
Other (Specify):			
Hard Costs		30,000	30,000
Subtotal	\$ 48,150	\$ 40,150	\$ 88,300
Total Authorized Budget:			\$ _____

*Personnel Costs

<u>Position</u>	<u>Monthly Salary</u>	<u>Fringe Benefits</u>	<u>Number of Months</u>	<u>% of Time</u>	<u>Total</u>
Manager	\$ 1,667	\$ 183	10	50%	\$ 9,250

DATA PAGE

The application calls for indicators of economic distress. Below are some indicators of a community's economic condition. You may use additional factors to address the priority factors described in Section VIII of this application.

Please complete this page with data from the jurisdiction which most closely corresponds to the impact area of the proposed project. It is understood that some of these statistics are available only for counties, not cities. Regional projects involving four or more counties do not need to complete this page. Regional projects involving three counties or less should complete this page for each county.

Population Size, 1989¹: 4,130

Unemployment Rate, 1989²: 6.3% * (* Yolo County)

Poverty Rate, 1980³: 11.2%

Per Capita Personal Income, 1987⁴: \$9,207

1. Please use California Department of Finance, Population Research Unit, Report 1989, E-4A.
2. Please use California Employment Development Department, Annual Planning Information Publication.
3. Please use the 1980 Census.
4. Please use U.S. Department of Commerce, Bureau of Economic Analysis, April issue of the Survey of Current Business.

<u>General Fund Indicators:</u>	1987	1988	1989
Net Operating Revenues ⁵	<u>675,703</u>	<u>972,430</u>	<u>1,229,836</u>
Net Operating Expenditures ⁶	<u>814,617</u>	<u>1,033,774</u>	<u>1,320,263</u>

5. Net operating revenues: Revenues available for general government operations, and not associated with, or required to be expended for, a particular service or item.
6. Net operating expenditures: Expenditures for general government operations and maintenance.

SCOPE OF WORK

GOAL: Creation of new jobs and retention of existing jobs by strengthening of the chronically weak private organization representing the Winters private commercial sector by instituting a business enhancement program which focuses on the economic development opportunities of Downtown Winters and the Railroad and Grant Avenue commercial corridors.

Objective #1: Establishment of a new and expanded Winters' Chamber of Commerce work program.

Activities to be undertaken to achieve these objectives:

- a) Review of the previous history and the existing program of the Chamber.
- b) Conduct two (2) public informational/input meetings inviting all of the approximate 248 business license holders.
- c) Provide a revised, enhanced, pro-active business enhancement program for discussion.
- d) Provide final program including implementation.

Objective #2: Feasibility analysis of "permanent and/or on-going" funding for business enhancement program.

Activities to be undertaken to achieve these objectives:

- a) Review of the existing membership fee program.
- b) Presentation of a variety of funding opportunities.
- c) Selection of primary and secondary funding program.

Objective #3: Implementation of primary funding base program for the Chamber's business enhancement program.

Activities to be undertaken to achieve these objectives:

- a) Establishment of program specific details.
- b) Development of marketing pieces to promote the commercial business sectors participation in the Chamber's program.
- c) Conduct two (2) public "town hall" type meetings for input and discussion on the funding program.
- d) Establishment of the funding program.

Objective #4: Administration of the Chamber's business enhancement program.

Activities to be undertaken to achieve these objectives:

- a) Provide for one-half of the staff person (now only part-time) to implement business enhancement component of Chambers work program.
- b) Provide for oversight and follow-up on business enhancement

NARRATIVE**SECTION 1. Economic conditions and significant economic needs of the community.**

There is presently existing, retail sales leakage of approximately \$31.1 million. The lost jobs and tax revenues of this spendable income moving out of the community are significant. The lack of appropriate shopping facilities in the downtown area and along the commercial corridors are factors that when enhanced will contribute greatly to the quality of life of the Winters residents.

The enhancement of business in Winters can be aided considerably by the presence of a strong and pro-active organization representing the commercial business community to work in concert with the City of Winters.

Over the past ten year, there have been varying attempts to establish a merchants or a downtown association, all of which have caused severe splits in the commercial business community. Most of the stable business owners do now or have in the past belonged and are active in the Chamber of Commerce. The smaller the community, the less of a need for two organizations to provide business enhancement efforts.

The consensus has been over the past few years that the Winters Chamber of Commerce is the business organization and within the formal organizational framework of the Chamber, there should be a downtown committee.

With the extreme residential growth pressures, and with the development of additional commercial space the most of which will provide convenience shopping goods and services, there is an opportunity to strengthen the private organizational partner that along with the public partner, the City of Winters can provide for a quality community that includes a renovated downtown.

SECTION 2. Project goals and objectives.

The key component parts of this business enhancement strategy includes the following:

1. Enhancing the image of the Chamber of Commerce
2. Increasing the Chambers' funding base
3. Establishing a program of business recruitment and expansion to maximize the economic development opportunities in Downtown Winters.

SECTION 3. Summary of Scope of Work.**ELEMENT #1: IMAGE**

The City has an old railroad caboose that it has indicated its willingness to provide to the Chamber of Commerce for its office along with a suitable location to locate the office facility.

There is the need for technical assistance to implement this consensus idea and to bring this project on-line. There is also the need to raise the necessary cash and/or in kind services to relocate the caboose including the foundation, landscaping, etc. The cost needs also include the exterior and interior renovation along with the furnishings. It is estimated that the project hard costs expected to total approximately \$30,000.

This is a very important starter project. Once commenced, it would then be timely to implement the development of a more permanent Chamber funding program.

**ELEMENT #2: ESTABLISHMENT OF A BUSINESS IMPROVEMENT DISTRICT PURSUANT TO
THE PARKING AND BUSINESS IMPROVEMENT AREA LAW OF 1989**

Provide leadership and technical assistance to the Winters Chamber of Commerce pursuant to their request of assistance in the establishment of a City-wide business improvement district so as to provide for specific business enhancement project program. This project element would include the following:

SCOPE OF SERVICES:

Consultant will provide technical services associated with the establishment of a business improvement district for the Winters Chamber of Commerce and the City of Winters which would include the technical elements listed in this application.

PHASE ONE: BACKGROUND DATA/INFORMATION

Consultant will review all relevant background data and information concerning the establishment of a common approach to solving problems; joint promotions; and other cooperative programs of a business or merchants association.

Consultant will participate in a general informational meeting(s)

PHASE TWO: MARKETING

The Chamber of Commerce will be taking the lead in the B.I.D. marketing and will utilize those businesses who are in support of the B.I.D. concept in the marketing effort. It will be the role of the Consultant to work with the Chamber, the City and with the downtown businesses in guiding their marketing efforts.

Informational Handout

- (a) *Consultant will develop a draft of an informational handout which will explain the business improvement district proposal. The handout will be reviewed, revised as necessary.*
- (b) *Consultant will coordinate the printing of the informational handouts the printing costs of which will be a project cost.*

Identification of Support

- (a) *Consultant will work with the Chamber, the City and the businesses to identify B.I.D. support. The participation of this support group(s) will be incorporated into the marketing effort.*
- (b) *Consultant will work with the Chamber, the City and the businesses to identify any businesses that would seem to be in opposition to the establishment of a BID and will establish a marketing effort focused on these businesses.*

Key Downtown Businesses

Consultant will establish, with the participation of the Chamber, a team approach to the marketing effort. This is recognized as the best strategy in the marketing effort.

Informational Meetings

- (a) *Consultant shall review the Chamber's coordination of a minimum of two (2) "town hall" type informational meetings for the purposes of marketing the B.I.D. and as a mechanism to air any negative issues.*
- (b) *Consultant shall provide the form of the petition by the Chamber expressing support for the B.I.D. so that those in support who are attending the informational meeting can sign an expression of support.*

- (c) *Consultant shall provide a critique of the informational meetings and shall recommend to the Chamber whether additional informational meeting(s) are necessary and/or appropriate.*
- (d) *In the event an additional meeting is necessary, the Consultant shall coordinate with the Chamber an additional informational meetings.*

PHASE THREE: COORDINATION OF CITY PROCESS

Overview

In order for the business improvement district to be established there is the need to establish the City's B.I.D. Implementation program.

Billing/Collection/Disbursement Process

- (a) *Consultant will participate with the Chamber in meetings with the various City offices and staff in the discussion billing and collection process.*
- (b) *Consultant will recommend the development of the plan for the:*
 - i) *Billing of the charges;*
 - ii) *Collection of the funds;*
 - iii) *Disbursements of the collected B.I.D. funds;*
- (c) *Consultant will participate with the Chamber in meeting with the City Counsel to review the recommended procedures to assure compliance with the pertinent rules, regulations and statutes.*

PHASE FOUR: RESOLUTION/ORDINANCE/AGREEMENT

Overview

There is the need for coordination between the B.I.D. program of the Chamber and the formal/legal City Council resolution and ordinance process. The resolution of Intent and the ordinance are key documents in that they set out the program for the BID in specific terms and in the proper legal format. The resolution of Intent is mailed out to all of the businesses within the proposed district by the City. This will be the first legal notification from the City that the businesses will receive regarding the proposed establishment of a B.I.D.. The ordinance will echo the form of the information included in the resolution. The agreement in turn establishes a contractual relationship between the City and the organization which will expend the collected funds, in this case, the Chamber. Consultant will provide a recommended form of the:

- (a) *Resolution of Intent*
- (b) *Ordinance*
- (c) *Agreement*

Expression of Support

- (a) *Consultant will draft the letter which will transmit the B.I.D. support expression (petition) to the City Council on behalf of the Chamber.*
- (b) *Consultant will monitor and review as appropriate the processing of the support expression, the drafting and the mailout of resolution of the City's Intent (resolution) to adopt an ordinance establishing a B.I.D.*
- (c) *Consultant will review the timely ordinance process by the City.*
- (d) *Consultant will review the timely processing of the agreement.*

TIMING: *The process outlined in this proposal should be able to take place within a maximum of one hundred eighty (180) days.*

ELEMENT #3: DOWNTOWN RETAIL/NON/RETAIL BUSINESS RECRUITMENT

NEW BUSINESS RECRUITMENT

The greatest amount of new retail outlets to small town downtowns and to commercial corridor setting like Grant and Railroad Avenues would come from business recruited from outside the City.

The remainder of the economic demand (80 to 90% of the available space) will be taken by new businesses recruited to the particular commercial building development and to the particular commercial district.

There is the need to establish an effective business recruitment program for the Downtown Winters Area. New business recruitment on Grant and possibly on Railroad Avenue will follow more of a traditional approach with the professional leasing agents under the direction of the shopping center developer and/or owner of an existing center.

The following are the basic components of the Downtown program:

1. Adoption of realistic new business goals.

New businesses should be financially stable, capable of doing business within the downtown area, complementary to the other businesses and have sound, stable and capable management.

2. Establishment of a New Business Recruitment Committee.

The role of this committee would be to serve as a steering committee to provide input to and supplement the efforts of the Management Staff and leasing agents in the fulfillment of the new business goals. In recognition that the key decision makers regarding tenanting are the property owners, and in recognition that there is not a strictly downtown management organization, the proposal is for the City to work within the Chambers committee structure and assign the new business recruitment effort to this committee.

Elements of this committee's effort should include:

a) Downtown Data Base

- i) Business profile of each of the downtown businesses.*
- ii) Site Analysis: complete information as to the use of each of the assessor parcels in the downtown area.*
- iii) Graphic presentation of the above data on the Downtown Illustrative Plan.*

b) Business Mix (Clustering Plan)

This includes the clustering of complimentary uses (i.e. women's apparel next to women's shoes) within the downtown area so as to gain maximum benefit from the pedestrian activity.

c) Prospect List

Development of the prospective businesses in each of the following categories:

- i) Expansion of existing successful businesses.*
- ii) Existing successful business operators opening additional businesses.*
- iii) Businesses not now operating within the area being prospective downtown businesses. Include basic information which should be available prior to the initial marketing contact.*

d) Business Recruitment Contact

- i) Existing downtown property owners*
- ii) Prospective developers for vacant or under-utilized parcels.*

III) **Businesses**

- Retail Goods Outlets
- Retail Service Outlets
- Non-Retail Businesses

e) **Business Development Marriage**

Included in this is the blending of the various participants into a productive team.

3. **Identification of new businesses to be recruited.**

This is basic to the recruitment effort. There is the need to develop a consensus on the part of the participants that the new businesses will provide the desirable business mix and that recruitment efforts have a chance of being achieved. This is more fully discussed above in this section in the Business Opportunities sub-section.

4. **Packaging of properties.**

There is the need for as much of the building space which is suited for retailing to be brought together so that there is not only the coordinated approach to marketing, but also a realistic scale of space to make the marketing/leasing effort profitable.

5. **Leasing Agents**

An important element of the entire business opportunities effort would be to include a coordinated leasing program. The proposal is for the property owners to "list" their building space with a selected leasing agent with specialization in leasing of retail space. While this would be a voluntary program the benefits of the coordinated program will be measured in economic terms.

Retail Leasing Agent

The retail leasing agent selected would be active in the leasing of retail space and would be a true professional retail leasing agent with not only quality retail outlet connections, but also the suitable affiliations (i.e. International Council of Shopping Centers).

SECTION 4. **Statement of Qualifications.**

The Winters Chamber of Commerce has not undertaken past economic development projects. It has been in existence since 1954 and presently has a membership of over 80 businesses. The City of Winters has an on-going economic development study of Downtown Winters at the present time and this is the only economic development project undertaken.

It is planned that a consultant experienced in commercial revitalization, economic development and business enhancement be involved to provide technical assistance in each of the three primary work elements.

SECTION 5. **Job Creation.**

It is expected that there will be direct job retention and generation primarily from the retail sector from the efforts stemming from this work program over the next three years.

For calendar year 1988, retail sales, all transactions, totaled \$9.7 million. There is currently "spendable income" of approximately \$40.8 million in the Winters Trade Area. It is expected that from the efforts of many and with the active participation of an organization representing the private

commercial business sector with a work program as indicated in this application, it is realistic to expect that at least one-third of the retail sales leakage of \$31.1 million could be captured by local business outlets. The expected additional total of \$10.4 million would generate approximately 189 jobs based on the factor of one full-time job for each \$55,000 of retail sales. This is a conservative estimate of the total job generations and does not include those jobs generated in construction and related development jobs.

These estimates and projections are for resident serving commercial only and does not include the significant potential of capturing some of the tourism spendable income as it passes by Winters on I-505 and through town on its way to Lake Berryessa and other regional recreational points.

SECTION 6. Tax Revenue Generation.

Based on the projections listed above in Section 5. Job Creation, it would be expected that the majority of the retail sales items would be taxable and would generate the following:

a)	Taxable retail sales (70% or \$7,280,000)	
	with the City sharing in 1% of the sales	
	tax @\$72,800/yr x 3 yrs.....	\$218,000
b)	Development Fees (estimate).....	32,000
c)	Property taxes (estimate).....	161,600
d)	Other misc. (i.e. business license).....	4,200
	TOTAL TAX REVENUE GENERATION	\$415,800

These additional tax revenues will be generated by the efforts of the public and the private sectors working in concert to attract new retail business outlets to the community. With the limited number of available commercial buildings, there will be new commercial developments constructed along with the renovation and upgrading of some of the existing structures.

SECTION 7. Other Evaluation Criteria.

There is a significant economic need in Winters and that is the lack of a strong private sector organization to participate with the City in the commercial revitalization of Winters' Downtown and the key commercial corridors. This chronically weak small town chamber of commerce must be strengthened to work effectively with its partner, the City of Winters on an effective economic development effort.

MILESTONES

<u>ACTIVITY</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>
1. Background Review	XXXX											
2. Draft Business Enhancement Plan		X										
3. Final Plan		X										
4. Image: Chamber Office Relocation	XXXXXXXXXXXXXXXXXXXXXXXXXXXX											
5. Staff Expansion			XXXXXXXXXXXXXXXXXXXXXXXXXXXX									
6. Draft Feasibility Analysis		X										
7. Final Feasibility Analysis			X									
8. Final Funding Program				X								
9. Marketing: BID			XXXXXX									
10. City Process: Resolution of Intent					X							
11. City Process: Ordinance						X						
12. Billing Commencement							X					
13. New Business Recruitment Committee				X								
14. Marketing Piece						X						
15. Steering Committee Meetings	X	X	X	X	X	X	X	X	X	X	X	X
16. Public Meetings		X	X	X	X							
17. Status Reports			X			X			X			
18. Final Report										X		

ECONOMIC DEVELOPMENT GOAL

The Winters Chamber of Commerce was chartered in 1954 with Articles of Incorporation that reflected the mission/goals/objectives of the organization at that time.

Since then and over the years, the focus has been a mission of economic development as indicated and specifically expressed through its membership application/brochure which is reproduced and made a part of this application.

It's Your Chamber

*Working for a
Better Community*

**Winters Chamber
of
Commerce**

MEMBERSHIP APPLICATION

Firm Name _____
 Address _____
 Telephone _____
 Authorized By _____
 Business Classification _____
 Business Owner's Name _____
 Owner's Address _____
 Date _____
 Signature _____
 Requests Ambassador visit &
 picture _____

This investment is tax deductible
 as a legitimate business expense
 and continued from year to year
 until cancelled in writing.
 FULL MEMBERSHIP - \$85.00
 ASSOCIATE MEMBERSHIP - \$40.00

THE OBJECTIVES OF YOUR CHAMBER
OF COMMERCE ARE....

- to promote, stimulate, increase and improve business and build a better Winters.
- to use every resource at its command to help strengthen the economy of Winters and Yolo County by actively promoting new industries and commercial enterprise.
- to provide leadership for numerous projects of civic nature which are deemed for the best interest of the City and County as a whole.
- to encourage the private enterprise system and actively support legislation designed to strengthen our nation's economy through sound tax and fiscal policies regardless of partisan politics.
- to provide direct service to our members.

WHAT CAN THE CHAMBER DO FOR YOU?

Help you succeed in business by providing continuing opportunities for contact with other business and professional people.

Allow you to influence what happens in the community and elsewhere by working through the Chamber's active committees to delve into the area's principal problems and work for solutions with the support of the Chamber's members.

Give you a chance to have fun at various Chamber-sponsored activities.

Give you recognition and the pride of involvement with other community leaders in working together to make Winters a better place to live and work.

CHAMBER INFLUENCE IS UNIFYING

Businesses sometimes fail to recognize the fact that the Winters District Chamber of Commerce is also their salesperson and watchdog - unceasingly promoting their products and services while at the same time protecting their interests, particularly in the political arena, where a single voice can go unheard but the collective, united voice of the Chamber of Commerce has often proven effective and beneficial to business. The rewards of belonging to the Chamber are full-time representation and year-around results.

APPENDIX F

BUILDING REPORTS, SEISMIC STRUCTURAL

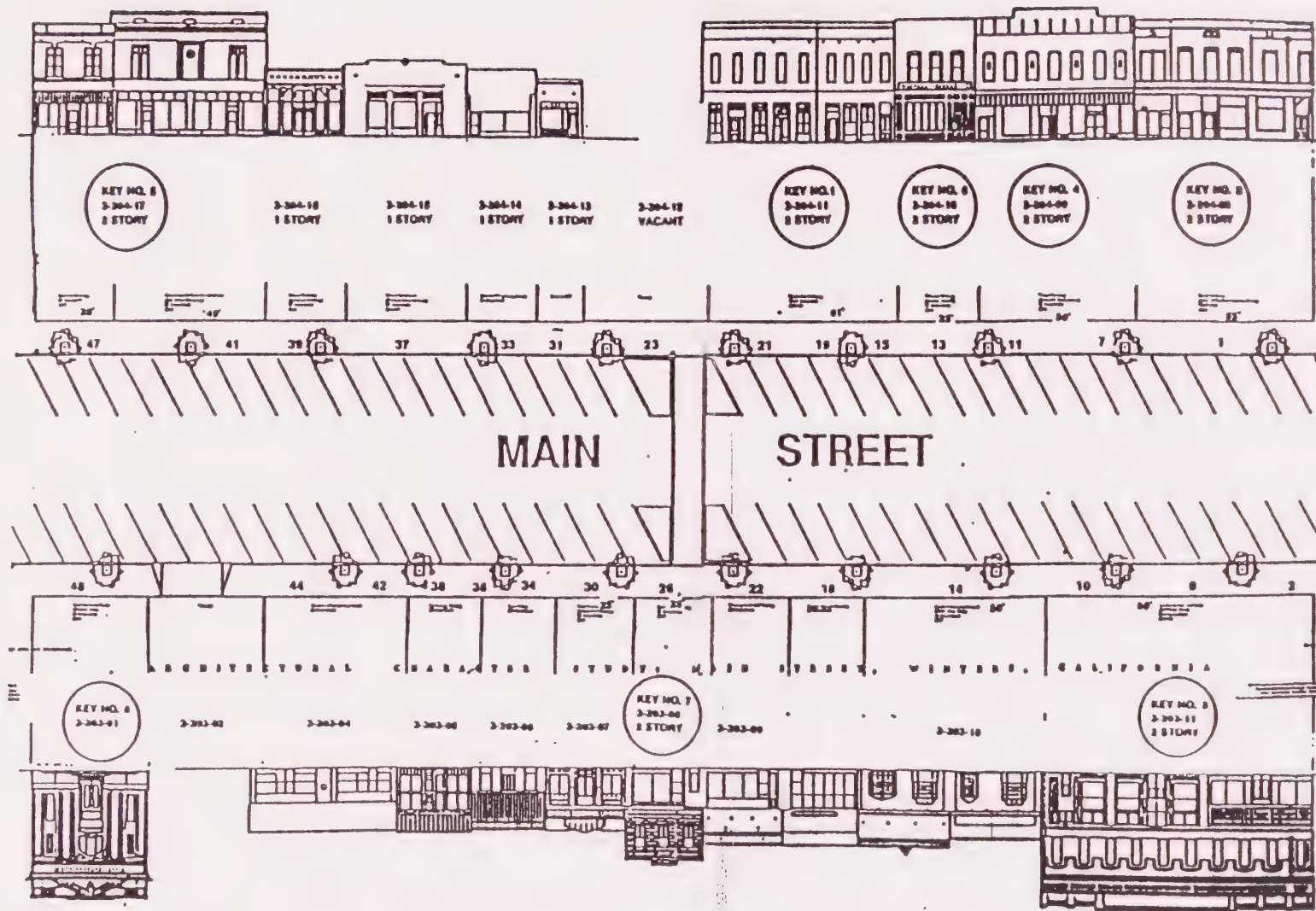
The tasks in identifying the problems associated the unreinforced masonry buildings in the downtown area included an review of any existing structural plans or accounts of engineering investigations along with on-site investigations of each of the buildings where access was able to be arranged by the City Staff and where there was property owner permission.

In summary, the buildings are listed below with the preliminary range of costs to retrofit the buildings so as to satisfy the seismic standards in the State Historic Building Code.

TABLE 4.1		
BUILDING KEY #	BUILDING NAME	PRELIMINARY ESTIMATED COST RANGE
# 1	Cradwick Building, 15-21 Main St.	\$144,000-\$202,000
# 2	Bank Building, 1 Main St.	\$126,500-\$180,000
# 3	DeVilbiss Hotel, 2-10 Main St.	\$173,000-\$230,000 (Exterior Investigation only)
# 4	Vasey Building, 11 Main St.	\$48,000-\$72,500
# 5	Masonic Building, 47 Main St.	\$152,000-\$190,000 (Exterior Investigation only)
# 6	Winters Winery, 15 Main St.	\$54,000-\$72,000 (Exterior Investigation only)
# 7	Bertholet Building, 26 Main St.	\$48,000-\$60,000 (Exterior Investigation only)
# 8	First Northern Bank, 48 Main St.	\$5,000-\$15,000
# 9	Pizza Factory, 108 Main St.	\$30,000-\$38,000
SOURCE: Ken Marr, Structural Engineer/Zephyr Associates, July/Aug, 1990		

The buildings on the unreinforced list are those on which there is a building report in this appendix. MAP 4.1 from Volume 1 is included here indicating the location of the buildings along Main Street.

MAP 4.1
UNREINFORCED MASONRY BUILDINGS
WINTERS DOWNTOWN



URM BUILDING SUMMARIES

BUILDING KEY #1 CRADWICK BUILDING (2 Story)

ADDRESS: 15-21 Main Street APN: 3-204-11
PROPERTY OWNER: Ronald L./Charlene Sylvestri

HISTORICAL OVERVIEW

The Cradwick Building is significant in that it possesses the vernacular tastes of a prosperous farm town community. It relates to the other Main Street buildings in its composition, scale, and fenestration. John Cradwick was a local brickmaker, thus this entire building was constructed of his Putah-Creek day bricks. today, because these bricks were not properly fired, much damage can be seen. The tow story building has a narrow vertical emphasis imposed upon its long horizontal facade. Historically, the series of shallow arched windows on the second level were mimicked by larger arched openings on the ground level. Unfortunately, the storefronts have been greatly altered and today stucco squared entries exist. The decorative cornice no longer exists.

EXISTING STRUCTURAL ENGINEERING REPORTS

Not available.

ON-SITE INVESTIGATION

Two story unreinforced masonry, wood frame floors and roof. Appears to be two separate buildings (vertical joint in front wall). First story in front wall has narrow (24"±) brick piers supporting facade above. This wall has some wall anchors to framing at roof but none at 2nd floor could be seen. A few such anchors could be seen at roof and second floor on the side of rear walls.

DEFICIENCIES

Near the rear of the west side wall there is a large area of badly weathered brick, probably due to improper firing of brick during production. Some of these bricks are quite loose, and could be hazardous.

At the front wall, some piers at the east end have settled badly, causing severe cracking in the brick facade above. This has resulted in partial failure of the brick arches over window openings as well as heavy parapet cracks. Some settlement of piers in the center of the westernmost building has also occurred, with the same cracking in brick above, to a lesser extent.

Both front and rear walls have too many openings to leave enough brick for earthquake shear resistance, and would be subject to failure in a severe earthquake. Rear wall parapet is in poor repair, with some loose bricks.

Wall anchors at roof and 2nd floor are generally inadequate for earthquake forces possible in the Winters' area.

Although entry could not be gained to the building, experience shows that this type of building is built with the floor joists and roof trusses supported at the walls by embedment into small openings in the brick. This leaves little or no transfer of earthquake force parallel to the wall from floor and roof to walls, which is a requirement. Front and rear walls, although not supporting the wood framing, are usually not connected for such shear transfer either.

The normal straight sheathing on the roof across trusses is inadequate to act as a diaphragm to transfer horizontal (wind and earthquake), unless enough interior transverse cross-walls are left or constructed to

help. Second floor would have the same problem, unless both straight sheathing and flooring boards installed at 90 degrees to sheathing are present.

TASKS TO CURE DEFICIENCIES

- * 1. Remove loose brick in west wall, replace with new brick in areas of severe weathering.
- * 2. Repoint parapets and remove loose bricks.
- 3. Provide plywood diaphragm at roof and 2nd floor.
- 4. Install more wall anchors on all perimeter brick walls to 2nd floor and roof framing.
- 5. Install shear connections around perimeter of building from 2nd floor and roof diaphragms to walls.
- 6. Provide bracing for horizontal forces parallel to wall in first story, front and rear. This can be done by adding concrete or masonry shear panels near these walls, or by using steel or concrete rigid frames unobtrusively.
- * 7. Repair wall cracks with epoxy injection, or rebuild masonry in local areas of failure.
- * Should be done soon, since some hazards exists in light earthquake.

RANGE OF COSTS TO CURE DEFICIENCIES (Structural) - \$10-\$14 per sq. ft. of floor area. (Doesn't include architectural, mechanical, electrical, fire and panic).

URM BUILDING SUMMARIES

BUILDING KEY #2 BANK BUILDING (BANK OF WINTERS BLOCK) (2 Story)

ADDRESS: 1 Main Street APN: 3-204-08
PROPERTY OWNER: Freidrich & Gribbon

HISTORICAL OVERVIEW

The Bank Building, a Queen Anne stylized structure, is a two-story brick commercial edifice. Its main feature, a projecting round corner tower once supported a metal spire which was removed in 1911 and 1921. A brick beltcourse separates the first and second stories, in which a slightly recessed portion of the second-story vertically divides the building in two. Shallow and flat arched windows on the second floor are unifying characteristics, resembling the other buildings on the street.

EXISTING STRUCTURAL ENGINEERING REPORTS

By Gordon Klippel (1975) with drawings for partial lateral load (seismic) strengthening with letter from Klippel showing he had inspected the completed work.

ON-SITE INVESTIGATION

Done 7-17-90 by Ken Marr, John Robinson (City) and G. Friedrich (owner)

13" exterior brick walls, basement under most of bldg., wood straight sheathing on floors and roof, roof of carpenters tresses @ 32" O.C. Floors 2" net x 13" net @ 16". Brick and mortar of medium quality. No differential settlement of footings was noted.

Klippel's repairs added horizontal bracing in plane of roof, with wood members and steel connections, plus plywood sheathing on one interior shear wall. A continuous steel angle was used on perimeter of building at 2nd floor and roof levels, with drill in connections to brick walls and lag screws to floor and roof sheathing.

DEFICIENCIES

Bracing and connection details were based on a horizontal earthquake force of 3 percent of gravity dead loads, which is the Old State Field Act. Present requirements under either the State Historic Building Code or the Uniform Code for unreinforced brick buildings are a factor of at least 10% of gravity load.

Ties are not made from walls to framing members, but rather into the edge of sheathing, which is not very positive for E.Q. forces perpendicular to walls. First story wall/Openings in the South and East walls are quite extensive, leaving insufficient brick to take seismic shear forces parallel to walls.

Some wall openings in the west w have serious cracks and arch failure above the openings.

TASKS TO CURE DEFICIENCIES

Strengthen and add to existing wall ties at 2nd floor, roof, and first floor, strengthen roof bracing system or add plywood roof sheathing, to resist earthquake force of 10% dead load. Add steel braces or frames at south and east wall or add more interior plywood sheltered shear walls. Rebuild failed arches over openings in west walls.

RANGE OF COSTS TO CURE DEFICIENCIES

Structural strengthening \$7 - \$10/sq. ft. (\$664 s.f./story) x 3 = 17,000 s.f. = \$119,000 to \$170,000

Hard cost only. Add \$7,500 - \$10,000 for engineering

URM BUILDING SUMMARIES

BUILDING KEY #3 DE VILBISS HOTEL (BUCKHORN BAR AND GRILL) (2 Story)

ADDRESS 2-10 Main Street

APN: 2-203-11

PROPERTY OWNER: Dissbee Houkan Partnership

HISTORICAL OVERVIEW

This Italianate two-story brick building is the largest and most prestigious on the block. The Buckhorn Bar and Grill contains many details representative of the Italian influence. The first floor contains cast-iron columns with capitals, cast iron grill work and large show windows. Recessed entryways, clerestory windows and show windows diversify the lower front facade, but are not original elements of the building. A repetitive shallow arched window pattern and brickwork that echo the arched shapes, are distinctive characteristics not found on any other building. Alterations have been made to the first floor and cornice area, which was destroyed by fire in 1915. Between the First Northern Bank and the Buckhorn, an interesting struggle between rival architectural styles takes place, with each building attempting to overshadow the other with their respective strength and character.

EXISTING STRUCTURAL ENGINEERING REPORTS

Not available.

ON-SITE INVESTIGATION (No access to interior)

Two story L-shaped brick, wood frame floors and roof. North wall first story of narrow columns supporting facade above. East wall mostly solid, few openings. Rear and side walls have sufficient brick piers between windows to resist earthquake forces, except first story of southernmost wall. Quality of brick fair to good.

DEFICIENCIES

Some severe cracks in parapets and upper facade areas, and some partially failed brick arches over windows.

Nothing to resist horizontal earthquake force parallel to walls, first story north wall, and inadequate brick piers for this purpose at southernmost wall. High parapets not braced or tied.

Inadequate wall anchors, brick walls to second floor and roof framing.

Lack of roof and second floor diaphragms, lack of sheer transfer from these levels to walls.

TASKS TO CURE DEFICIENCIES

1. Add plywood, diaphragms, roof and 2nd
2. Add wall anchors and new shear connections, 2nd floor and roof to walls
3. Brace front (North) wall 1st story and south wall at alley. (Rigid frames or shear walls of concrete or masonry.)
4. Brace parapets
5. Repair wall cracks and brick arches over windows - epoxy injection or replace brick

RANGE OF COSTS TO CURE DEFICIENCIES

\$9 - \$12/square foot

URM BUILDING SUMMARIES

BUILDING KEY #4 VASEY BUILDING (SEAMAN'S OPERA HOUSE) (2 Story)
ADDRESS: 11 Main Street APN: 2-204-09
PROPERTY OWNER: Charles Wallace, et al

HISTORICAL OVERVIEW

The Vasey Building is a two-story red brick building of vernacular Italianate design. The original facade included typical elements of this style, although today only the seven second story arched windows remain intact. All other characteristic features have been altered through the use of stucco and wood siding. A set of transom windows extend the length of the building, making this a prominent motif of the facade. Wood nailing strips, set into the upper courses of brick, indicate that a cornice has been removed from the building.

EXISTING STRUCTURAL ENGINEERING REPORTS

No reports, but plans available from owner.

ON-SITE INVESTIGATION

Done 7-17-90, with Ken Marr, and Jon Robinson (City)

2 story, approx 45' wide and 60' long, with 13" unreinforced brick walls on exterior. Party walls on east and west sides. Wood frame floors and roof. Brick medium soft, some decay spots. Owner has replaced about 70% of roof trusses at south portion, using new plywood sheathing. Remainder of roof is of carpenter's trusses and straight sheathing. Second floor joists span transversely, supported by stud walls on each side of the center hallway at first story. Joists have been doubled up for additional stiffness, but straight sheathing above is still in place. No indication of differential settlement

DEFICIENCIES

Front brick facade wall is pulling away from rest of building, evidenced by gaps at intersections with side walls. Wall ties at roof to structure were cut off when new roof trusses were placed and at the rear wall existing ties are not connected. Wall ties to second floor are likewise non-existent. There is no effective connection of roof or floor system to transfer earthquake shear forces to the walls. First story of front wall is completely glass, with no shear elements to resist horizontal seismic loads in the plane of the wall.

TASKS TO CURE DEFICIENCIES

Add plywood diaphragm at north portion of roof, and at second floor. Install wall anchors and shear connections around building perimeter at roof and 2nd floor.

Replace brick at decayed spots, and repoint mortar joints where mortar is missing or disintegrated.

Add steel frame at front wall to take horizontal shear force.

RANGE OF COSTS TO CURE DEFICIENCIES

Structural strengthening \$8 - \$12/sq. ft \$43,000 - \$65,000 (hard cost)

Add \$5,000 - \$7,500 engineering

URM BUILDING SUMMARIES

BUILDING KEY #5 MASONIC BUILDING/THE BAKER COMPANY (GREENWOOD'S DEPT. STORE)
(2 Story)

ADDRESS: 47 Main Street/41 Main Street
PROPERTY OWNER: Mary Martin

APN: 3-204-17

HISTORICAL OVERVIEW

The 1908 Greenwoods Department Store built by Charles Hall, was originally a one story facade with large show windows above a decorative bulkhead. However, little if any of the original facade exists today. The stepped back new-brick entry is successful only in its symmetrical layout. Such a recessed entry is unbalanced with the two story facade and creates a 'top-heavy' illusion when viewed from a distance. The second level addition, built in 1928 by a John Matroni, reflects a classical influence. A Masonic Medallion is housed within the symmetrical and formal brick bands decorating the second level.

EXISTING STRUCTURAL ENGINEERING REPORTS

Not available.

ON-SITE INVESTIGATION (No access to interior)

Two-2 story brick buildings, wood frame floors and roof. Both have glass fronts at first stories, no brick piers. Brick in very good condition, minor cracks, arches over windows good. Some wall anchors at 2nd and roof, but none apparent at front (south or west) minor differential settlement, north end of west wall.

Rod ties (length and width of bldg.) at roof corners. Longitudinal wood beam and column line under 2nd floor, E. bldg. appears adequate, no deflection.

DEFICIENCIES

North wall parapet deteriorated. Inadequate wall ties at 2nd floor and roof levels to framing. Lack of 2nd floor and roof diaphragms and lack of shear transfer provisions from these diaphragms to walls. Lack of shear resistance in first story of South wall, for parallel-to-wall seismic force. Wall crack, north end of west wall.

TASKS TO CURE DEFICIENCIES

1. Add plywood diaphragms, 2nd and roof.
2. Add wall anchors and new shear connections, 2nd floor and roof to brick walls
3. Brace south wall (rigid frames)
4. Repair west wall crack with epoxy

RANGE OF COSTS TO CURE DEFICIENCIES

\$8-10/sq foot

URM BUILDING SUMMARIES

BUILDING KEY #6 WINTERS WINERY (CHULICK MARKET) (2 Story)

ADDRESS: 15 Main Street

APN: 3-204-11

PROPERTY OWNER: Ronald L./Charlene Sylvestri

HISTORICAL OVERVIEW

Typical of the downtown area, Winters Winery was originally designed in the vernacular style. Today, the two-story building is seen without any of the simple Italianate details. Alterations, including covering the second story brick with stucco and resurfacing the street level with wood siding, has separated the original facade from the building's present appearance. Double hung windows trimmed with simple moldings, and tall narrow windows are two elements that relate this structure with the two neighboring buildings.

EXISTING STRUCTURAL ENGINEERING REPORTS

Not available

ON-SITE INVESTIGATION (No access to interior)

Two story brick bldg. with wood framed 2nd and roof. Front (south) wall - narrow brick piers covered with wood siding at first story, 2nd story the brick wall is stuccoed. Rear wall - common brick, fair condition, a few wall anchors evident. Quonset hut attached to rear hid most of first story, probably openings into Quonset hut. Side walls - not visible from exterior

DEFICIENCIES

Lack of shear resistant elements, first story front. Probably the openings at rear first story enough to make brick piers inadequate to resist shear. Lack of wall ties and shear connection, second and roof. Lack of diaphragms at 2nd and roof.

TASKS TO CURE DEFICIENCIES

1. Plywood diaphragms, 2nd and roof.
2. Add wall anchors and new shear connections, 2nd and roof perimeter
3. Brace south wall (rigid frame) and probably north (new shear wall)

RANGE OF COSTS TO CURE DEFICIENCIES

\$9 - \$12/sq/foot

URM BUILDING SUMMARIES

BUILDING KEY #7 BERTHOLET BUILDING (2 Story)

ADDRESS: 26 Main Street

APN: 3-203-08

PROPERTY OWNER: J.R. and M.T. Barker Agree Sale Ireland W.S.

HISTORICAL OVERVIEW

One of the two buildings on Main Street constructed of rusticated stone, the facade of the Bertholet Building has since been altered for more recent commercial use. The lower half of the building has been reconstructed with used brick and large aluminum clad show windows. A large stucco-surfaced lintel supports the upper-story stonework. The three tall windows on the second story have been partially filled and stuccoed, and new smaller aluminum casement windows have been fitted in the remaining spaces.

EXISTING STRUCTURAL ENGINEERING REPORTS

Not available.

ON-SITE INVESTIGATION (No access to interior)

Two story stone building, wood framed 2nd floor and roof. Front (north) wall all glass at first story, 2nd story facade of stone blocks. Side walls and rear wall of rubble stone work with good mortar. All masonry looks to be in excellent condition with/no cracks. Some wall anchors at roof line seen on west wall. Two story wood frame apartment built on rear of building.

DEFICIENCIES

No shear resistant element in first story, front wall. Not enough wall anchors to 2nd and roof, probably no shear connections from second floor and roof to walls. No plywood diaphragms at 2nd and roof. Front parapet needs bracing.

TASKS TO CURE DEFICIENCIES

1. Add steel (or concrete) rigid frame around front glass windows, first story.
2. Add plywood diaphragms at 2nd and roof, with new shear connections to perimeter walls.
3. Add more wall anchors at 2nd of roof perimeters.
4. Brace front parapet.

RANGE OF COSTS TO CURE DEFICIENCIES

\$8 - \$10 per sq. foot of floor area

URM BUILDING SUMMARIES

BUILDING KEY #8 FIRST NORTHERN BANK (CITIZENS BANK) (2 Story)

ADDRESS: 48 Main Street

APN: 3-203-01

PROPERTY OWNER: First Northern Bank of Dixon

HISTORICAL OVERVIEW

An imposing two-story structure, this bank is the only classical revival structure on the block. First Northern Bank is built of brick and surfaced with architectural terra cotta. It features two large fluted ionic columns which support a pedimented entry, and terra cotta window grills some of which have been removed from the upper windows. The east facade of the building is barren white-painted brick with no windows or openings, indicating that a building once stood upon the current parking lot.

EXISTING REPORTS

No reports or plans.

ON SITE INVESTIGATION

Done 7-17-90, Ken Marr and Jon Robinson (City)

Partial 2 story with high ceiling at single story portion. Minimum 13" thick unreinforced brick, with ornate details and marble/terra cotta facing on north and west sides.

Roof is of reinforced concrete slab supported on transverse steel beams. Ties to brick walls would not be verified, but the quality of construction is excellent and would suggest that proper anchorage was used.

Width of brick piers at north and west walls appear adequate to resist a reasonably strong earthquake, and other walls are solid.

Building has a partial basement with concrete walls and slab above. No signs of cracking, deterioration, or differential settlement could be found.

DEFICIENCIES

Front wall parapet is intricate, with free standing vertical marble posts and railing that could be insurance against toppling in an earthquake. The projecting cornices of terra cotta on north and west walls would appear to be vulnerable in an earthquake, unless well anchored.

TASKS TO CURE DEFICIENCIES

Brace front wall parapet railing. Possibly add anchorage to cornices.

RANGE OF COSTS TO CURE DEFICIENCIES

\$5,000 - \$15,000

URM BUILDING SUMMARIES

BUILDING KEY #9 PIZZA FACTORY (1 Story)

ADDRESS: 108 MAIN STREET
PROPERTY OWNER: Aladdin & Lynda Lorenzo

APN: 3-202-04

HISTORICAL OVERVIEW

Not available.

EXISTING STRUCTURAL ENGINEERING REPORTS

Not available.

ON-SITE INVESTIGATION

One story brick building with wood carpenter trusses and straight sheathing at roof, reportedly built in 1937. Front (north) wall all glass and steel pipe columns supporting brick facade above. This facade has one large vertical crack near top, indicating differential settlement. All brick fair to good. Side walls have no openings and have brick pilasters at 20' o.c. There is a light frame wood and corrugated metal shed attached to the rear, which has one wall of block masonry, reinforcing unknown. Side walls are anchored to roof trusses at 8' o.c., but no shear connections to transmit horizontal forces parallel to wall from roof to wall.

Front facade has two anchors back to bottom chords of trusses not too effective.

DEFICIENCIES

Lack of roof diaphragm. Lack of shear connections from roof to walls. Inadequate wall anchors to roof. Front parapet needs bracing. Lack of shear resistant element in front wall.

TASKS TO CURE DEFICIENCIES

1. Add plywood, diaphragm at roof or ceiling, with shear connections to walls.
2. Add more wall anchors
3. Brace front parapet
4. Install steel or concrete rigid frame in front wall around glass area

RANGE OF COSTS TO CURE DEFICIENCIES

\$7 - \$9 sq. foot

APPENDIX G

CENTRAL BUSINESS AREA PLAN, AUGUST, 1978 (Excerpt)

CENTRAL BUSINESS AREA
PLAN
WINTERS, CALIFORNIA

AUGUST, 1978

(EXERPT)

HERMAN D. RUTH + ASSOCIATES
CITY AND REGIONAL PLANNING CONSULTANTS
EMERYVILLE, CALIFORNIA

THE CITY OF WINTERS

CITY COUNCIL

John R. Martin, Mayor
Jack L. Loysoya
Ralph Norfolk
George Duncan

PLANNING COMMISSION

John Hickman, Chairman
David Harvey, Vice Chairman
Lester Branscum
Robert Chapman
William C. Cody
Elizabeth Ehnat
Mike Taylor
George Duncan, Council Representative

ACKNOWLEDGEMENTS

This Plan was prepared under the general direction of Herman D. Ruth, AIP. The Project Manager was William L. Staudenheimer, Principal Planner. Urban Design and Graphics assistance was provided by Kenneth Y. Yamamoto, Architect.

For the City of Winters, Michael E. Jones, City Administrator/Planner, provided helpful guidance and counsel. Bob Weir, Administrative Assistant, compiled data, conducted the activities inventory and conducted interviews. The basic information has its strength due to his efforts.

The preparation of this report was financed in part through a 701 Comprehensive Planning Grant from the U. S. Department of Housing and Urban Development administered by the State of California, Office of Planning and Research.

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I. INTRODUCTION

A. Purpose

The purpose of this Plan is to present a strategy for development of the Central Business District in the coming years. It outlines a set of actions to improve the physical and economic attractiveness of downtown Winters. The actions will help to focus the commercial activity of Winters into the central area.

The benefits of putting this Plan into operation are of two kinds. First, the people of Winters will be able to keep their community's pleasant and small-town character, with a convenient central place, and with businesses that are needed. Secondly, the economy, employment, and tax base will benefit. The central business area will provide an increasing level of goods and services to support the industries and working population that will be attracted to Winters.

This Plan outlines several kinds of actions that must be taken. Some can be started immediately. Some will require a search for funds. Some can only start with the participation of property owners and merchants in the central business area. Some are physical improvements; some are longer-term policies to guide Winters as opportunities arise in the future.

No single "pot of money" will solve the questions of growth, parking, employment, or more customers. No single action will guarantee a healthy central business area. Combined, continued effort by citizens and City officials, by employers, shoppers, owners and tenants is needed over the next few years. This Plan is not the cure, but it is the guide, for that effort. The people of Winters have to say, "Let's get started, and keep working on this."

B. Key Questions

The vacant Southern Pacific Railroad Properties are an opportunity which will determine Winters' character for years to come. What should be there?

The almond and walnut processing activity east of the SPRR lands might expand, relocate, or leave. What should Winters be doing for these possible futures?

Interstate 505 just east of Winters, has made Grant Avenue more attractive economically. What does Winters want, or not want, to be on Grant Avenue?

A shopping center (Los Jovenes) has been proposed on the north side of Grant Avenue. How will this affect the central business area, and what should be done about it?

Parking is often held to be one key to success of a commercial area: it is a distinct competitive advantage for suburban shopping centers. On the other hand, large amounts of parking rob a city center of vital space and encourage sprawl. If its retail activity cannot compete with shopping centers, what should be in the Winters central area instead?

C. Key Findings

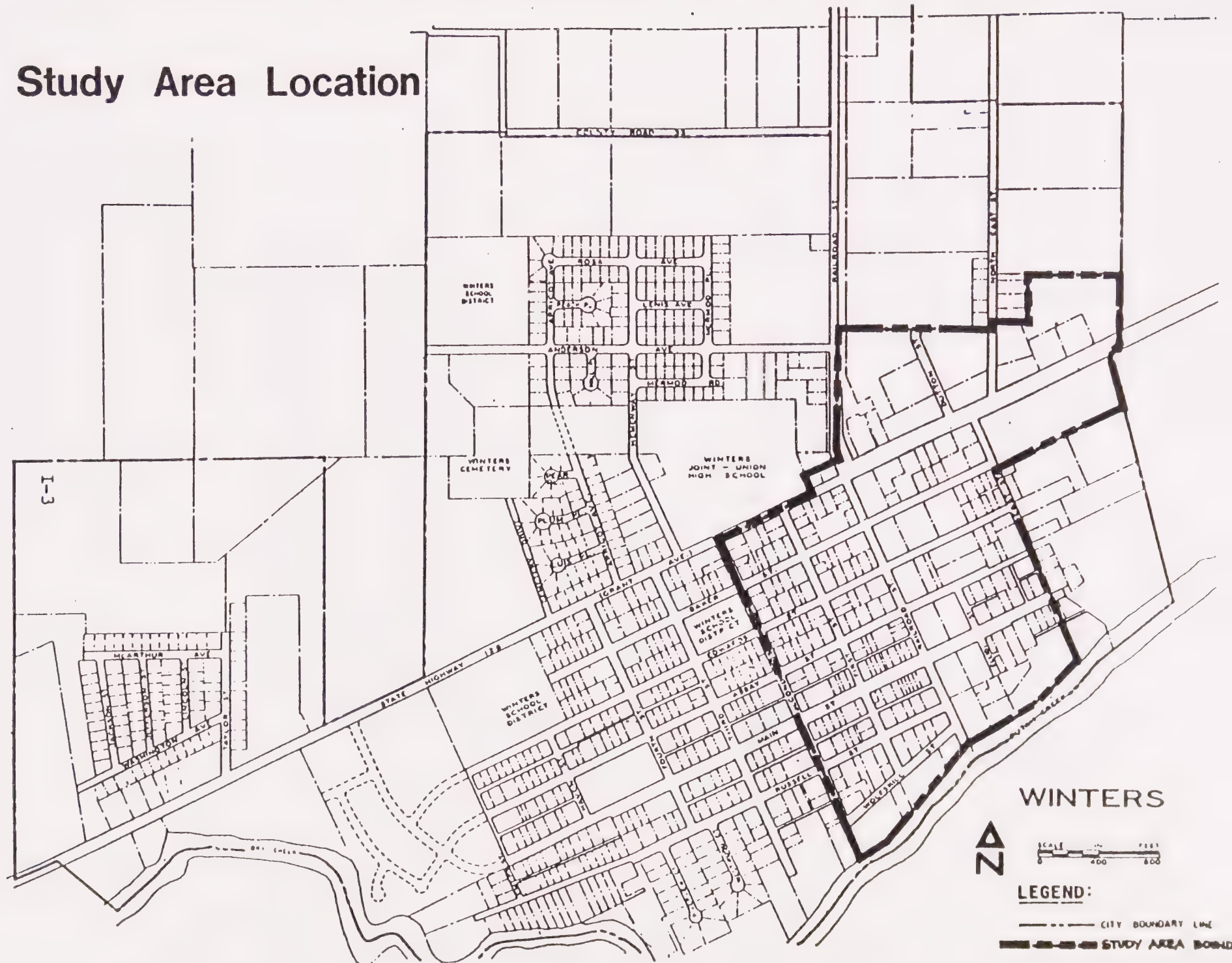
Winters is growing - it can expect to add 1,400 persons by 1990. This is a 50 percent increase in under twelve years. The market area population is half again as large as the city's.

Main Street and Railroad Avenue are the historical center of activity in Winters. There are over 45 stores and offices. Their total floor area "captures" overall about two-thirds of the market available, but only half of retail shopper goods, and half of offices and services. The rest "leaks" to Davis, Woodland, and Vacaville.

The proposed Los Jovenes Shopping Center would provide from two-thirds to all of the shopper and convenience goods floor

Study Area Location

G.7



area needed for the next twelve years. Only one additional acre would be needed by 1983, and only 3.6 acres more by 1990. Nearly all of this would be in offices and services floor space. There is already an excess of land zoned General Commercial; further, much of it is not located in the central business area.

If the parking standards for shopping centers were applied to the five core blocks, 724 parking spaces would be required. There are now 385 spaces within a one-block walking distance, leaving a "need" for 339 spaces. On the other hand, the Business Inventory Questionnaires showed a need for 90 spaces by those responses alone. If: a) a longer walking distance were allowed for the present estimate of spaces increasing the number available, and, b) allowing for other stores not in the questionnaire, then an estimated 150 more parking spaces should be made available for current needs.

Fourteen firms responding to the Business Inventory Questionnaire would like to expand, or to make improvements, and could create 100 new jobs in the process. Thirty of these new jobs would be with the smaller businesses in Winters. All fourteen businesses need financing for their expansion.

D. The Winters General Plan, adopted in June 1976, includes the following:

- "Goal 4: To develop an attractive central business district. (p. I-1).

- "Goal 5: To provide for a greater measure of local employment and a varied and strengthened tax base through the encouragement of attractive and acceptable industrial, distribution, administrative and professional activities and developments. (p. I-1).

- "The attached land use map is the result of the desire of the Advisory Committee...to centralize retail shopping as much as possible;...to provide a special commercial zone east of the city for

retail businesses needing outdoor display and storage...
to continue to provide highway service commercial business along highway 128 and at its intersection with I-505."
(p. I-2).

II. THE PLAN

A. Introduction

This section presents the Plan for the Central Business Area of Winters.

This plan is intended to serve as a guide for actions to be taken now and for decisions to be made in the coming years. It contains Policy Actions to direct Zoning to support a healthy Central Business Area; Standards to govern specific activities of the Area, and Improvement Projects that are the tangible beginnings of Central Business Area preservation and expansion.

This Plan has been formed as a result of studies performed by the Consultant with the help of City Staff. The findings were reported in the following memoranda:

- Market Summary
- Summary of Parking Survey
- Plan Alternatives
- Comparison of Market Area with Los Jovenes Shopping Center
- Summary of Business Inventory Questionnaire

These reports were presented and discussed with City Staff and with citizens at public meetings held during the course of the program. They have been incorporated into the text of the full Plan Report.

B. Policy Actions

Policy Actions are those changes to the Winters General Plan and to Zoning necessary to direct desired activities into the proper locations. This includes encouragement of retail and offices in the Central Business Area and the shifting of heavier commercial activity into North Railroad Avenue.

1. Create a Central Commercial (C-C) Zone by splitting the uses permitted in the present C-2 General Commercial into two categories: a) Central Commercial, and b) Business and Construction Services. The purpose of the C-C Zone is to provide a concentrated location for retail stores, shops, offices and services. Permitted uses

would be:

- Stores, shops, and offices supplying retail commodities or performing services;
- Restaurants, cocktail lounges;
- Business services requiring only office space;
- Schools and studios;
- Parking lots;
- Hotels and motels;
- Multiple dwellings.

2. Create a Business and Construction Services (C-3) Zone for part of Railroad Avenue above Grant Avenue. The purpose of the C-3 Zone is to provide a location for wholesale, business and construction services requiring workshop or storage areas in support of activities in the Central Commercial Zone. Examples of permitted uses would be:

- Bakery, creamery, laundry;
- Plumbing and electrical supply;
- Carpenter, electrical, plumbing, heating shops;
- Printing and publishing shops;
- Contractor's yard;
- Tire sales, repair and recapping;
- Nursery, greenhouse;
- New and used car, boat or trailer sales;
- Service stations and car wash;
- Auto repairs.

3. Rezone all C-2 Area on West Grant Avenue to C-1 Neighborhood Commercial. The broad range of uses now permitted in a C-2 zone is desirable only for the central area of Winters. Excessive amounts of C-2, especially away from the center of the City prevents any focusing of businesses to support a city center. The appropriate uses for West Grant Avenue are: retail or service businesses that provide the daily needs of a residential neighborhood. Examples of permitted uses are:

- Food store
- Drug store;
- Laundromat;
- Hardware store;
- Offices;
- Restaurants.

4. Modify the General Plan, and in the future rezone the M-2 Industrial Area south of Grant Avenue. When the present nut processing and warehouse activities relocate or cease operations, those lands should be designated as Central Commercial (C-C) or Residential Multi-Family (R-3 or R-4). In the future, the industrial uses will be disruptive of an expanded commercial core area. If the proposed Los Jovenes Shopping Center is developed, the emphasis south of Grant and east of Railroad Avenue will have to be offices, services and higher density residential. If Los Jovenes is not built, there would also be a need for retail uses as well.
5. Retain the Commercial (C-C) Zoning of the Southern Pacific Railroad Properties.
6. Affirm the limitation of Commercial uses on East Grant Avenue. From East Grant Avenue to the City limits, except for the proposed shopping center, the General Plan and Zoning now indicate only Special Commercial or Highway Commercial. These are either large-lot sales uses or transient services such as service stations, restaurants, and motels. The City policy and future zoning, in cooperation with Yolo County, should be to apply the same limitations on Grant Avenue from the City limits east to Interstate 505. Allowing a broader set of uses along Grant Avenue will further prevent the development of a healthy core area.

C. Standards

1. Establish Design Review Requirements for new commercial developments. In addition to resolution of circulation and parking requirements, proposed new commercial development should be reviewed and approved for design and landscaping features. It should be consistent with other features of the business district as to form, pedestrian features, and types and locations of landscaping and furnishings. The use of a Planned Development Procedure to obtain early review of proposals should be encouraged; as an incentive, the processing and reviews should be modified and expedited to shorten total time from proposal to development.
2. Increase the parking requirements for new commercial development from one space per 250 square feet of floor area to one space per

150 square feet. This can be satisfied by on-site parking, or by payment of the full cost of developed parking spaces into the Parking Improvement District.

3. Establish and post parking time limits of one hour for on-street parking, and two hours for nearby off-street public parking in the Central Commercial Zone. A routine of patrolling should be established, particularly at critical times of day, week and year.
4. Establish requirements for landscaping of off-street parking. Such areas should have features such as trees, planters and shrubs to improve the appearance of parking areas and to create separation between pedestrian and vehicle movements. Such requirements could include: a four-foot strip of trees, planters or vegetation adjacent to streets, in addition to sidewalks; additional landscaping of five percent of total parking area; and a limit on hard surfaces in the landscaping.

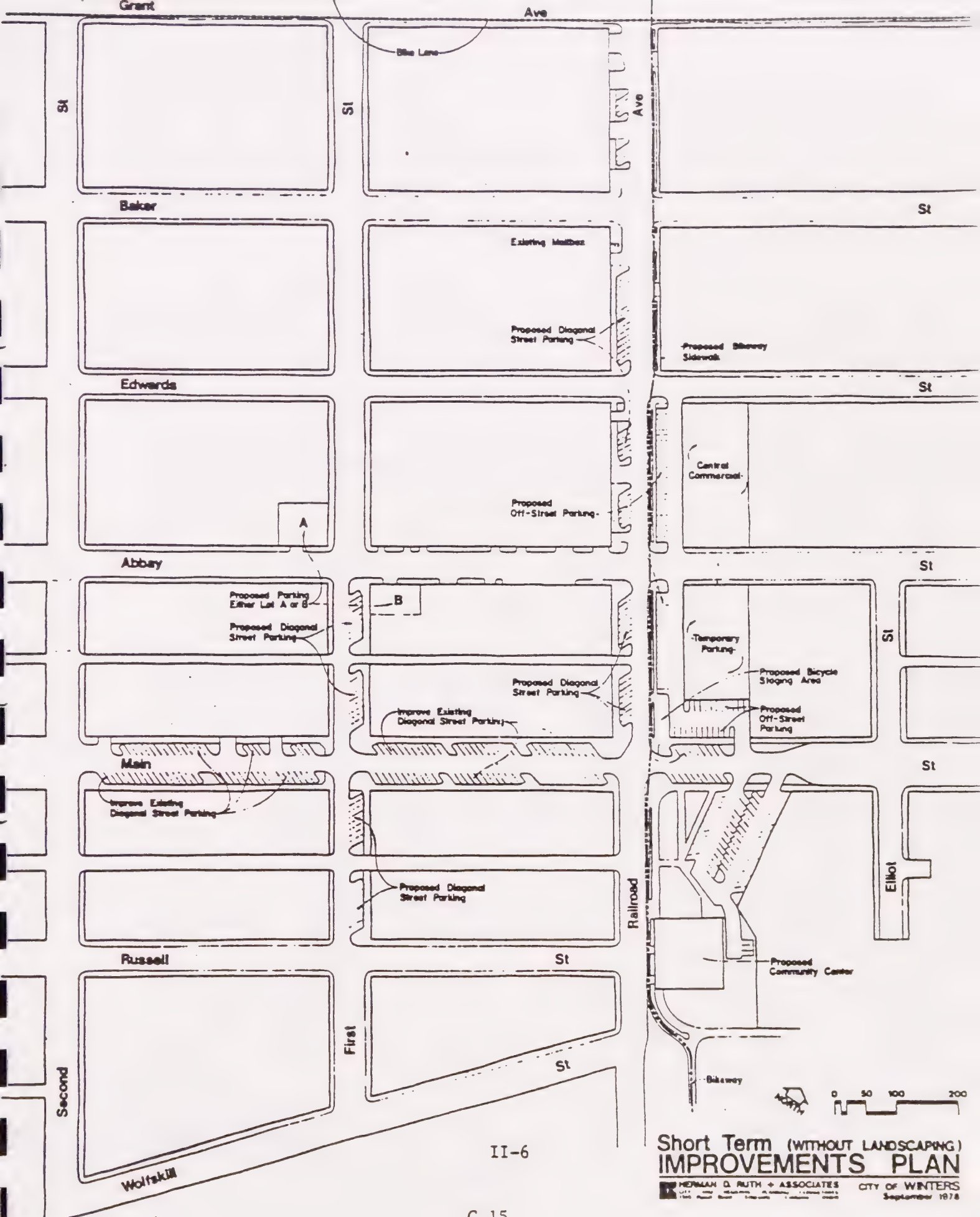
D. Improvement Projects

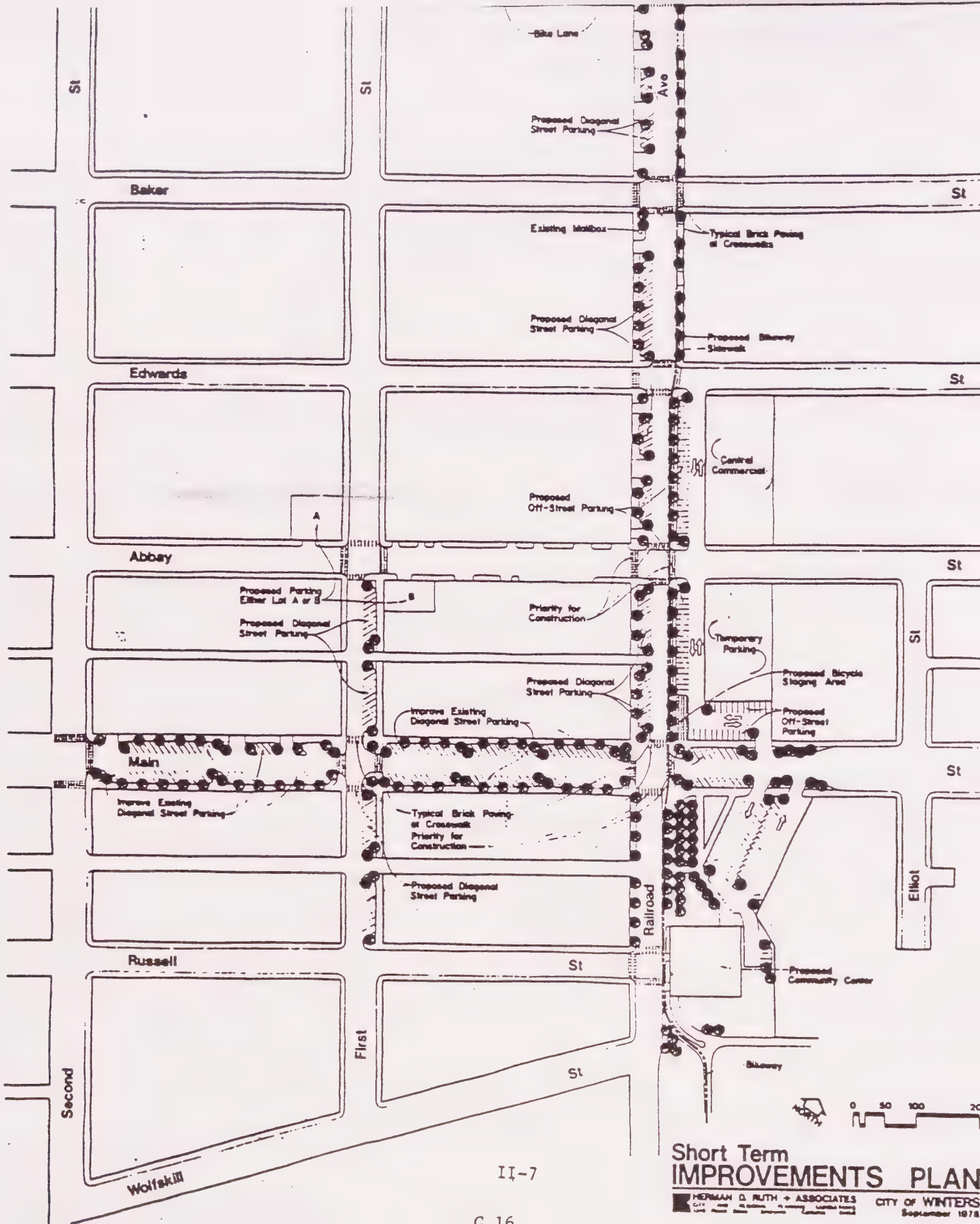
This set of Improvement Projects includes both actions that can be taken in the near future, and actions that are longer range goals. Not all the projects can be accomplished immediately. With a Plan in hand, the City can start actions and can begin to seek grant and loan funds to finance the projects. A key to seeking such assistance is to have a Plan showing what the City desires to do if the resources are available.

These Improvement Projects are designed:

- to provide parking opportunities in support of present and future commercial activity;
- to improve the appearance of the Central Business Area, so that it remains a pleasant and desirable place for visiting and shopping; and
- to expedite the projects by coordination with the other needed community facilities that have been funded.

The maps on the following pages show first the Short Term actions that can be started in the near future: from now to five years ahead. The final map shows the Long Term actions for five to ten years ahead, depending on the rate of Winters' growth in that time, and the availability of funds.





Short Term IMPROVEMENTS PLAN

HERMAN D. RUTH + ASSOCIATES
City Engineer
CITY OF WINTERS
September 1978

PHASE I - SHORT TERM

1. Railroad Avenue - Short Term

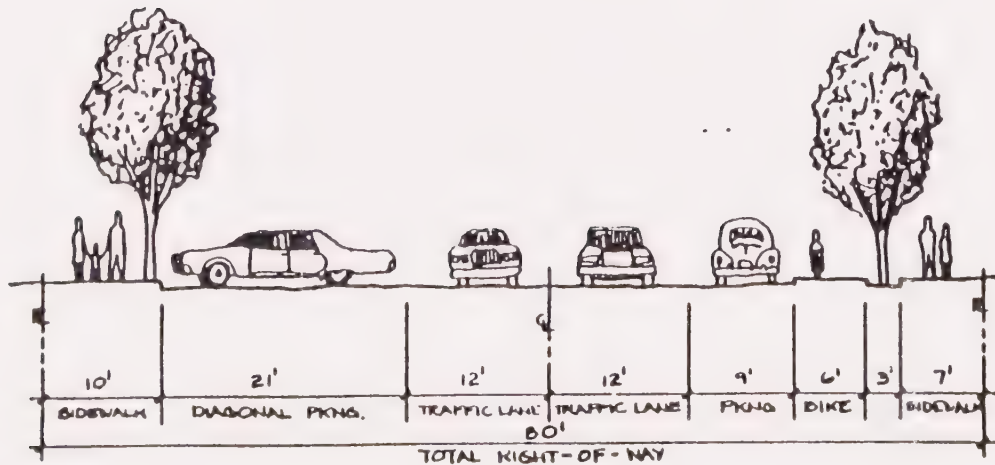
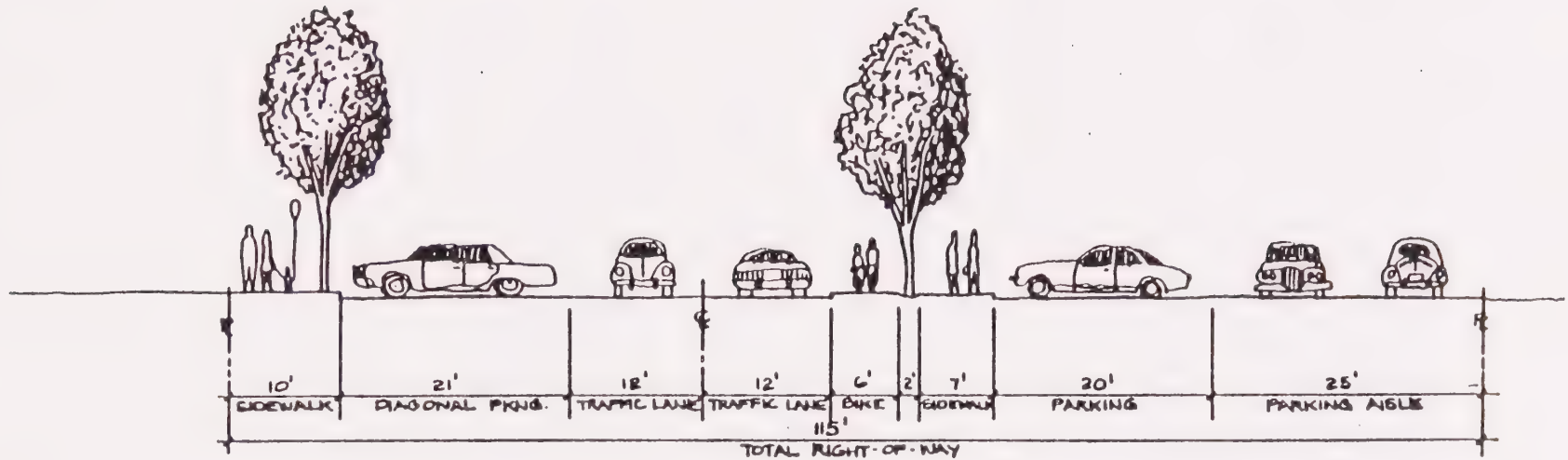
This is a principal north-south corridor through Winters, as well as a link between Grant Avenue and the existing businesses along Main Street. Along Railroad Avenue the vacant Southern Pacific Railroad properties are a key opportunity for the future of Winters. Beautification as well as traffic and parking improvements are necessary. The proposed Community and Senior Center is an attractive and useful anchor to Railroad Avenue south of Main Street.

Most Railroad Avenue improvements are now possible in conjunction with the Community Development Block Grant funding for water, drainage, street and parking improvements.

- a. Widening to 80-foot right of way, Grant Avenue to Edwards Street;
- b. Widening to 80-foot right-of-way, plus 35 feet for off-street parking, Edwards to Main Street;
- c. Diagonal parking on west side, from Main to Baker, (27 new spaces);
- d. Parallel parking on east side, from Main to Edwards;
- e. One row of off-street parking, and an aisle, on the east side, from Main to Edwards, (44 new spaces);
- f. Sidewalk, bike lane, and green strip on east side, from Main to Grant;
- g. Bicycle Staging Area as part of Bike Trail and Parking area at Main Street and Railroad Avenue, (30 new spaces);
- i. Water line, and drainage line;
- j. Curb, gutter and sidewalk.

G.19

II-10



Typical Sections of Railroad Ave

City of Winters

1978

HERMAN D. RUTH & ASSOCIATES
REMEYVILLE CALIFORNIA

2. Grant Avenue

The intersection of Grant Avenue and Railroad Avenue will become increasingly important. Southbound movement on Railroad Avenue is necessary to serve the Central Business Area. Northbound movement on Railroad Avenue will serve the developing industrial and residential areas to the north. Special attention should be given to clear and informative signs and street markings to allow and encourage safe left turns southward off Grant Avenue toward the Central Business Area.

The General Plan identifies Grant Avenue (Highway 128) as a Scenic Route, and recommends the marking of a bikeway along it. This should be done to connect the bikeway going south along Railroad Avenue.

3. Parking - Short Term

The need for parking for both present needs and future needs was the subject of a Parking Survey; it was estimated as part of the Market Analysis, and was included in the Business Inventory Questionnaire. (See Section III. C. Circulation and Parking, pages III - 10 to III - 13, and Section III. E. Market Analysis Summary, pages III - 19 and 20.)

Planning for present and near-future needs should be seeking 200 spaces. The Railroad Avenue Improvements, and the spaces identified below, provide that number.

- a. First and Abbey Street Lot, on either northwest or southeast corner: 16-20 spaces. Depending on the site selected, this may be a purchase or lease arrangement to allow for commercial development in the future, if desired.
- b. First Street: diagonal parking, one side, from Abbey to Russell Streets.
- c. Main and Railroad Avenue: the Southern Pacific lot can serve as parking for the near-term future, until a commercial development opportunity arises: 70 spaces.

4. Landscaping - Short Term

A pleasant appearance in the business area is essential for attracting shoppers. The landscaping improvements identify the business district, add safety for pedestrian movement, and give color and shade to the area. These improvements include brick crosswalks, street trees, planters, and trash receptacles incorporated into the design of parking and street improvements. First attention should be given to Main between First and Railroad, and Abbay to Railroad. The landscaping features should be included in the designs for improvements all along Railroad Avenue.

The details of these improvements must be worked out before their installation. The services of a Landscape Architect and a Civil Engineer will be required. Proper choice of native vegetation, for example, can minimize the need for irrigation. Proper choices of large and small trees and other shrubs and planters will allow safe visibility at corners as well as present and future variety in shapes and sizes.

5. Implementation - Short Term

a. Obtain a Commercial and Economic Development Coordinator.

The actions outlined in this plan will require the sustained effort of many participants: Central Area businesses, property owners, citizens of Winters, and City officials. It will require coordination and cooperation, a continued search for ways to finance the projects, and efforts to promote the friendly small-town character of downtown. The many details of the projects require coordination and expediting among property owners, businesses, the City and other public agencies. This will all require the effort of at least a half-time person to serve as spokesman, coordinator and promoter of many steps and actions involved in revitalization.

The first actions to be pursued by the Development Coordinator include:

1. A search for additional grants and loans to fund needed improvements, tied to encouragement of new jobs in

PHASE II - LONG TERM

The continued growth of Winters will bring additional commercial opportunities to the City. If the Central Business Area is to capture any of this, favorable conditions will be needed. The Long Term features of the Plan are intended to prepare for that growth by looking five to ten years ahead.

1. Parking - Long Term

- a. Acquire the Fire District lands on Abbay Street for parking. This could provide 68 close-in parking spaces, with pedestrian walkways to Main Street and Railroad Avenue. If and when the Fire District moves to a new location, the City will have a prime opportunity for centrally located off-street parking. This might be worked out through an acquisition and exchange for property north of Grant Avenue. Then the Railroad Avenue lot could be released for more beneficial commercial development. At the same time, the nearby corner parking lot at First and Abbay Streets could be released for development.
- b. Acquire the lot at Second and Russell Streets for parking. If commercial services and offices activity increases in the Central area, this location will be within reasonable distance for a parking lot, although it may not seem so now.

2. Landscaping Improvements - Long Term

Depending on the availability of funds, the program of crosswalks, trees, planters and receptacles will be extended to additional intersections in the Central Business Area.

3. Senior Housing Site - Long Term

The changing uses of the warehouse properties east of Railroad Avenue should be monitored for an opportunity to land bank a site for Senior Housing. The Railroad Avenue frontages will provide adequate commercial lands, so that the parcels east of the Southern Pacific lands are reasonable for future multi-family and senior housing use. As the Winters General Plan indicates, any future industrial operations should be located north of Grant Avenue. When one of the warehouse properties is in transition to a new use, the possibility of a land bank site should be considered.



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These actions will, of course, depend upon the availability of funds. For example, such action is an eligible use of Community Development Block Grant monies.

COSTS

1. Phase I - Short Term

a. Economic Development Coordinator (per year) \$ 10,000

b. Railroad Avenue TOTAL: \$ 452,600

- CDBG Portion \$324,500

Acquisition (Cal Trans, State Parks?) \$ 91,200

Parking Improvements 30,700

Bikeway and Green Strip 6,200

Water, Sewer Lines, Drainage (CDBG) 171,300

Paving, Curb, Gutter, Sidewalk (CDBG) 153,200

c. Parking \$100-120,000

First and Abbay Street Lot \$30-50,000

Main at Railroad Lot (CDBG) \$70,000

d. Landscaping - Three Blocks \$47-72,000

Crosswalks \$24,600-49,800

Trees, Planters, Receptacles 22,400

e. Phase I: Total - Block Grant Funds. \$394,500

Total - Other Sources Needed. \$205-250,000

2. Phase II - Long Term

a. Fire District Lot, Abbay Street \$ 67,000

Including Land Acquisition, Relocation,
and Improvements \$196,000

Less Disposition of Other Lots - 129,000

b. Second and Russell Street Lot	\$ 52,000
c. Landscaping of Remaining Blocks	\$66,700-98,400
Crosswalks	\$30,700-62,400
Trees, Planters, Receptacles	\$36,000
d. Senior Housing Site - Land Acquisition	\$185,000
e. Phase II: Total.	\$370,000-400,000